

Sales Management

**DECEMBER
1923**

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THEON
BETTS



TWENTY-FIVE CENTS THE COPY

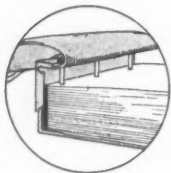
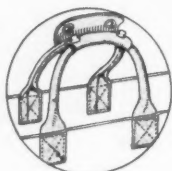
Turn Your Catalog Inside Out!



OPERATION—The simplest kind, merely insert coin and give two turns to left.

COUNTERSINKING—Properly built up with cushioned ends to protect the leather.

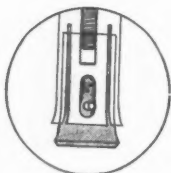
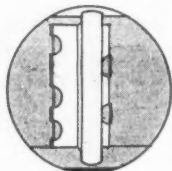
HANDLES—Made of twelve ounce canvas covered with leather. Folded double, making four thicknesses, and sewed firmly to inner lining, not to the outside of leather. Prevents cover from coming out of shape, and the pull is always from the center of binding, where it should be. This one feature alone, often adds years to the life of the binder.



EXPANSION—Fifty per cent expansion, and an extra fifty per cent is gained with additional length posts. The catalog can be built up to any practicable size or taken down to the minimum.

GROOVED ENDS—Keep the binder steady and absolutely rigid.

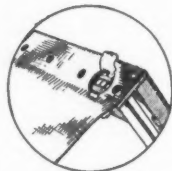
POSTS—Fastened down entire back, giving unlimited strength where it is needed most.



EXPANSION WEDGE LOCK—Fits into posts and furnishes locking device requiring only two half-turns of post to open binder to full expansive capacity.

WASHER ATTACHMENT—At bottom of post, and method of riveting canvas onto metal.

MATERIALS—Three materials used—leather, canvas and lining—the canvas being between leather and lining for firmness and durability.



WHEN it comes to loose-leaf catalogs—the outside cover sometimes covers a multitude of things—on the inside. In the eyes of dealers and salesmen your catalog may be attractive. But in their hands its attractiveness may not last. Before you buy—turn your catalog inside out. Get beauty—but see that beauty is more than surface deep—that it is combined with utility.

Everywhere, Heinn Binders are being used for both salesmen and general trade needs. Heinn Binders are giving a day-by-day catalog service that lasts year-after-year. Merchandise and prices can be instantly changed, listed or removed. The catalog is always new and newsy—words and pictures have a bigger selling power that tells in sales produced. Heinn Binders give worthy impression of well-made products, and they do this for many years.

The illustrations to the left, show a Heinn Perfection Binder of large capacity, turned inside out. The cover is beautiful on the outside—and built on the inside to preserve that beauty.

Whatever you make or sell—if you issue a catalog—investigate Heinn Binders. Send us your specifications—we'll gladly quote prices. Write today.



THE HEINN COMPANY

Originators of the loose-leaf system of cataloging

349 FLORIDA STREET

MILWAUKEE, WISCONSIN

Over a MILLION Families

NO family buys more than one copy of any Sunday newspaper. Sunday circulation, therefore, represents families.

The Herald and Examiner's million circulation [ALL of which goes into the home and STAYS THERE] means a million families... about five million people.

This great five million market... Market No. 1... is larger than the COMBINED populations of St. Louis, Philadelphia, Kansas City, Cleveland, Pittsburg and Buffalo. To reach all of these markets... which only equal the market of the Herald and Examiner alone... would necessitate the use of many newspapers at a cost many times greater than that of the Herald and Examiner.

Concentrated in the circulation of ONE newspaper this five million market is the most extraordinary advertising value any manufacturer can buy.

CHICAGO HERALD & EXAMINER

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadnock Bldg.





THIS MONTH'S PROBLEM



He Must Cut His Selling Costs in Two—Can It Be Done Without Dismissing Salesmen?

IT occurs to us that your readers might be of a great deal of assistance to us in deciding a problem that has arisen in our sales department, during recent months, due to heavy selling costs.

We are facing the necessity of reducing our selling costs quite materially. It is definitely decided by the management that no increased budget for advertising will be made in the hope of adding volume and by this means affecting lower costs and the only alternative, as the writer sees it, of dismissing twenty to thirty per cent of our salesmen, would be to add two subsidiary products to our sales line, which if sold in sufficient quantities, without slowing up their travel to too great an extent in covering the territory, would bring about the desired result.

Our product sold by salesmen is bought by general stores, groceries, feed stores, lumber yards, farmers' elevators and stores, produce dealers, wholesale groceries, etc.

The products we have in mind adding are Wallboard and Egg Case Fillers. You are no doubt familiar with the fact that the wallboard would be sold chiefly through lumber yards, but also to some extent by farmers' cooperative stores and to a limited extent by general stores. At logical distributing points where there are large line lumber yard headquarters, carload buyers are established, from which local shipments are made to smaller points. Our salesmen make all of these points, calling on the trade only, but which, as stated above, include a great many of the lumber dealers, so that little extra time need be consumed in checking up on the wallboard prospects and making the solicitation.

The same paralleling of territory applies to the egg case fillers. Produce dealers are the buyers of the largest quantity, of course, the larger concerns buying in carload lots and oftentimes jobbing small quantities to the general stores and grocers. A great many of these same produce dealers are, also, selling our regular product which they buy in carload lots.

It is our thought that the reputation our regular product enjoys with various dealers in the town, even though they do not happen to be logical distributors or users of our other two products, would be of value to our salesmen in lining up accounts in the town visited by them. The traveling expense would be materially reduced in selling fillers and wallboard and we would, in reality, have a salesman in the town looking after the sales on these commodities more frequently than we do under present system, under which one salesman selling wallboard and another selling egg case fillers cover the towns at longer intervals.

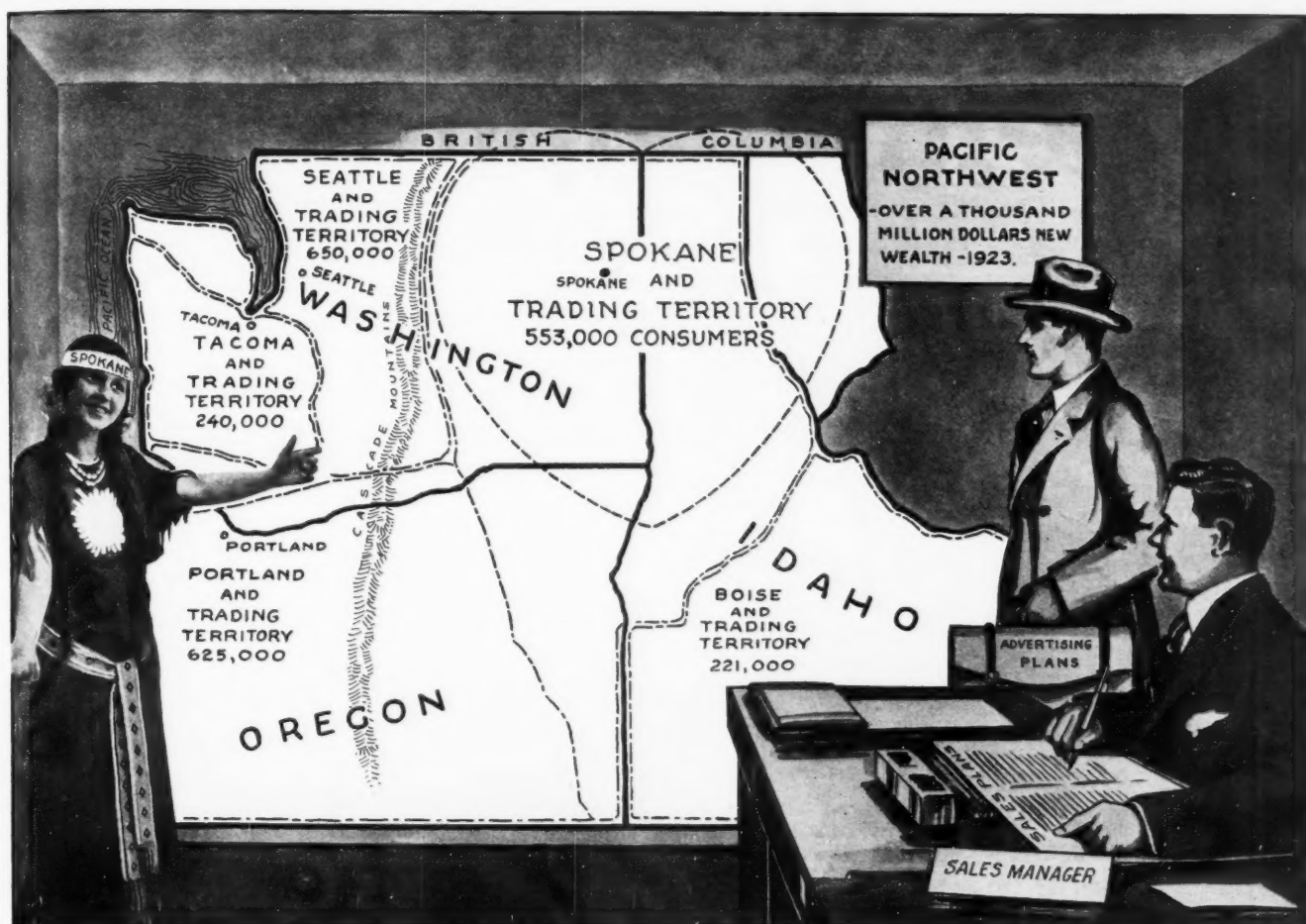
Now the problem we are up against, and on which we want help is: Would salesmen, who have been selling the regular line for several years, resent the addition of the other items to their lines, and why? The reasons for adding the items would be explained to them as given you above.

Would it be necessary for the sake of efficiency and harmony to place all salesmen under one sales manager, who would direct sales on all products? Could this be handled satisfactorily with separate sales office, for the present line and the other two, as at present, the sales manager of the regular line governing entirely the territory and travel. Should all correspondence and records of sales be disseminated from the one sales office?

Would the salesmen who are really competent in our present sales force be apt to give too much attention to the sale of one of three items, to the neglect of the others? There is nothing technical about any of the products, they conforming to standards well known to the trade handling them. There are no samples necessary to carry, except very small ones, including specimens of advertising and sales helps, of course, that are easily contained in salesman's hand baggage.

The argument has been advanced that the loss of efficiency in dividing attention of the salesmen to the three lines would be apt to overcome gains in volume of sales. Do you think this at all likely, if proper type of salesmen are employed?

The problem above described is submitted by a subscriber to this magazine. If you can suggest a way to solve this problem, send it to J. C. Aspley, Editor, SALES MANAGEMENT Magazine, 1801 Leland Avenue, Chicago. Your reply will be forwarded to the concern in question, and a prize of no less than \$50 will be awarded to the person sending in the most practical solution. Name of the prize winner will be published later.



FACTS ABOUT THE 5 MAJOR MARKETS OF THE PROSPEROUS PACIFIC NORTHWEST

THE population of Washington, Oregon and Idaho, according to 1920 census, was 2,571,876. A gain of 135% over 1900 compared with 39% for the United States.

Based upon figures supplied by the Merchandising Service Departments of the newspapers, the population of each of the five major markets of this rich, prosperous Pacific Northwest is as follows:

PORTLAND and estimated trading population...**625,000**
SEATTLE and estimated trading population.....**650,000**
SPOKANE and estimated trading population.....**553,000**
TACOMA and estimated trading population.....**240,000**
BOISE and estimated trading population.....**221,000**

The per capita income for the Pacific Northwest, according to the National Bureau of Economic Research for 1919 was 35% above the Nation's average.

This year Washington, Oregon and Idaho are producing more than **ONE THOUSAND MILLION DOLLARS** in new wealth, including 1-8th of the Nation's wheat; 1-3rd of its apples; shipping 1-3rd of the Nation's lumber; producing 1-6th of its wool; 1-8th of its potatoes, and over \$100,000,000 worth of minerals.

Farming and lumbering incomes alone are beating 1922 by \$70,000,000. These record productions mean that the 2,571,000 consumers have the money to spend and are buying freely.

FROM the foregoing figures and its strategic geographical location, it will be seen that THE SPOKANE COUNTRY is one of the most important markets of the Pacific Northwest.

The Spokane Country alone this year is yielding more than \$400,000,000 in new wealth, including 1-9th of the Nation's wheat; 1-5th of its commercial apples; \$50,000,000 worth of lumber and 40% of the Nation's lead.

Of the 553,000 consumers in the Spokane trading territory, 353,000 reside in Spokane and 522 hustling towns and villages within 150-mile radius. 200,000 reside in the rural communities. All sections closely tied to Spokane by 10,000 miles of good motor roads, five transcontinental and twelve branch railroads and electric lines.

Therefore, Spokane and the rich surrounding territory make up one cohesive market of 553,000 consumers. Since **most of the 85,000 circulation of THE SPOKESMAN-REVIEW and SPOKANE DAILY CHRONICLE goes into the best homes of Spokane and 522 towns and villages within the 150-mile radius, it will be seen how adequately the field may be covered thru this combination.**

Wire or write this Bureau for special market information and newspaper coverage facts—**arrange to share the big business here for Go-Getters.**

REPRESENTATIVES
 W. J. MORTON CO.
 NEW YORK CHICAGO
 M. C. MOGENSEN & CO. INC.
 SAN FRANCISCO - LOS ANGELES
 SEATTLE

REVIEW-CHRONICLE NATIONAL ADVERTISING BUREAU
THE SPOKESMAN-REVIEW and Spokane Daily Chronicle
 MORNING - SUNDAY - TWICE-A-WEEK
 EVENING - WEEKLY

COVER SPOKANE AND SPOKANE COUNTRY LIKE THE SUNSHINE

DOMINANT
 FARM MAGAZINES
 THE WASHINGTON FARMER
 THE IDAHO FARMER
 THE OREGON FARMER

The Biggest in Philadelphia



There can be no substitute for circulation.

The circulation of a newspaper is as indicative as the horse power rating of an engine when it comes to figuring what you're getting for your money.

Besides that—there is the unmeasurable prestige that comes through association with size—with leadership—with dominating individuality.

The Bulletin has the largest circulation of any paper in Philadelphia.

When you think of Philadelphia, think of The Bulletin with over 500,000 copies daily.

"In
Philadelphia
nearly everybody reads
The Bulletin"

The Bulletin

PHILADELPHIA'S NEWSPAPER

503,368

Average Daily Circulation for six months ending March 31

Subscription Rates: Single copies, 25 cents. Yearly subscription payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months' subscription, \$1.50.

Bound Volume: No more copies of Bound Volumes One, Two, Three or Four are now available. Copies of Bound Volume Five containing issues from October, 1922, to September, 1923, inclusive may be obtained from either our Chicago or New York office at a cost of \$6.00. The volume contains 1,164 pages and is bound in heavy buckram, lettered in gold.

Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

Newsstand Copies: This magazine is not generally sold through news dealers. Copies can usually be secured, however, after the first of the month from the newsstands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisement, opposite reading, run of paper, \$125 single insertion. Two columns, \$100 single insertion. One column, \$60 single insertion. Half column, \$35 single insertion. Fifty cents per agate line.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, first of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

MEMBER

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Sales Management

*Published Monthly for Those Who Market
Through National Sales Organizations*

VOLUME SIX

Established 1918 by The Dartnell Corporation

NUMBER THREE

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Now!

He knows how to meet ADVERTISING competition as well

A LEADING manufacturer was making a product the quality of which was the envy of his competitors. The price was right. His selling organization was smooth and efficient. Distribution was good.

Each year his business showed an increase. That *seemed* all right. But he found, much to his surprise, that *the business of his competitors showed even greater increases*; for keen competition was continually expanding the market.

A Richards Survey uncovered this important fact: *This manufacturer, who thought he was meeting competition at every twist and turn, was not meeting competition on advertising.*

Of 1021 consumers interviewed only 6 recalled having seen his trademarked line advertised. Hundreds

had seen other brands advertised.

To adequately meet competition on advertising something more than mere money is required. It is vitally necessary to employ the same intelligence and effort on advertising that meets competition in every other phase of business. It is necessary to know the how, when, where and why of every advertising expenditure.

It is such information that a Richards Survey places in your hands. Such a Survey—made especially for you—gives you facts about your business on every angle of marketing—including advertising. It points out not only how to meet competition on advertising, but indicates how you can keep a step ahead of competition.

May we tell you some actual fact-stories?

JOSEPH RICHARDS CO. INC.

An Advertising Agency — Est 1874

247 Park Avenue, New York

TRADE MARK
"Facts First — then Advertising"
RICHARDS

Sales Management

A Dartnell  Publication

Volume Six

Chicago, December, 1923

Number Three

Should Sales Managers and Salesmen Own Stock in the Business?

By J. C. Aspley

In presenting this thought to our readers, we realize its limitations. There are corporations where the stock is held in trust. There are large corporations where the stock is so heavily watered that neither the sales manager nor the salesmen have any desire to become owners of it. There are businesses which are so poorly managed that the stock is regarded as a liability rather than an asset. But there are thousands of aggressive, well-managed concerns whose stock has not been peddled, paying good dividends. It is such concerns that we have in mind.

THIS is salary fixing time in most business establishments. It is the time of the year when the Boss becomes cautiously reserved. It is the time of year when employees step just a bit quicker, when they smile a bit easier, when hopes run high.

In the sales department men are giving more than the usual thought to next year's salary. Sales this year have been good—much better than was expected at the beginning of the year. Being human, they feel responsible for the increase.

The Urge for Bigger Salaries

Then too, their present salary has lost its bigness. Men have grown used to it. They have heard of other salesmen, with less ability, much less ability, getting much larger salaries. This hearsay has made a deep impression. They are determined to have more money next year, and are even now planning how to get it.

Soon they will present their case for more pay. They will have figures and facts proving their large contribution to the general sales increase. Salesmen and sales managers, unfortunately, are much alike. They have the habit of measuring

results in terms of increased sales rather than profit. So there will be much to explain. They will have to be shown, in some cases, that it would have been much better for the business if the sales increases had never been made. They will be amazed to find that while the sales have been large, the profit has been smaller—smaller than 1922. And it will not be easy for some of them to understand that their salaries must come out of profits, for they incline strongly to the theory that they are paid to get volume, and when they have done that their job is done. If the factory cannot make a profit on the business that is not their fault. If the credit man can not collect the money, that is not their fault. If the comptroller makes a muddle of the financing, that is not their fault. No indeed. They are sales managers. They are hired to get the business. They have gotten it. Now they want their reward.

Turnover of Salesmen Serious

The fact is that we have outgrown our present method of compensating the men who sell our output, and make our business possible. As evidence of this assertion I can point to the steadily increasing rate of turnover in nearly every sales or-

ganization. The Jack-of-all-trades salesman can no longer get by. The lazy salesman is hopelessly beaten before he even starts. The man with the line of funny stories, who knows every buyer in the territory, can't make the grade. Resistance has now reached a point where the only salesman who can consistently produce is the man who is just as good a business man as he is a salesman. To put it another way—a man of the trader type.

Sales Managers Are Different Now

The same is true of the sales manager. His status, too, is changing. It is becoming more and more evident that the old type of sales manager, whose one great dominating thought was to get the business, is giving place to a balanced business type. Not only must he be able to get the business, but he must get it profitably and he must get the right kind of business. The day of the super-salesman is over. Super-salesmanship is fast being relegated to the junk pile. Even installment book houses are deserting it. Insurance companies have definitely left it behind.

This new type of business salesman wants to know first of the future, and then of the pay. If he

cannot be assured that every day's work will add another brick to his house of fortune, he will not enthuse over your proposition. If he goes into it without such insurance you can depend that it is only until he can get something else—something that has this building element. Nor can you blame him for it, because his business instincts tell him that all real success in business comes from building.

The same is true of the new type of sales manager which is beginning to appear in business. He too must see something more definite in the way of a goal than an increased salary, or a bonus, or a bigger pay check. He is no longer as young as he used to be. He is in the period of his greatest productivity. The time will come when he may not be as big a money maker, when gray hairs will make it more difficult for him to change positions. He is a good business man, a man quite capable of starting and possibly conducting successfully his own business. He knows that. And he will do it at the first opportunity, unless the plan of compensation that he is working on holds out to him the opportunities that he would have in business for himself.

How can that needed element in the compensation plan be provided? I believe it can be provided by making it possible for the sales manager and the salesmen to become stockholders in the business.

The Feeling of Ownership

When I made this suggestion a few weeks ago before the National Association of Office Appliance Manufacturers there was considerable dissension. It was suggested that the issue might be met by some sort of a savings plan. Another member said that he was opposed to any plan which attempted to tell a salesman how he had to invest his money. Another said the salesmen didn't want to save money, and wouldn't save money by purchasing stock or any other plan. It was evident from the discussion that followed my paper that the idea of building up within the sales organization a group of "non-commisioned" officers (stock-holding salesmen) did not make much of an impression. To some, no doubt, it seemed visionary and far removed

from the immediate problem of increasing sales.

But office appliance manufacturers are like a great many other manufacturers. They are too close to their immediate problems to observe the change that is now taking place in business. In a vague sort of way men talk about capital having to share more of the profits with labor. Nearly any business man will admit that. Indeed, he is already doing it. Yet four years ago these same business men would have insisted that business would be ruined by the continuation of the present high wage level. The facts are that business in this country has settled down to a new employee relationship.

The New Monistic System

Perhaps the best definition of the new condition was expressed by Steinmetz shortly before his death. Steinmetz in early life was an ardent socialist, but as he became older he became more moderate in his views. He believed that while capitalism was gradually being abandoned in this country, very few people believed in socialism, and that the ideal economic system was the monistic plan, unifying capital and labor completely by letting both participate in the profits of the business through dividends. It was Steinmetz's belief that only through ownership in the enterprise could the proper cooperation be secured.

Just how far this idea of employee ownership, rather than Wall Street ownership of stock, has spread is evidenced by a leading editorial in "The Saturday Evening Post," issue of November 17, 1923. No one would call the "Post" a radical publication. Yet it takes a very decided stand on this issue, saying in part:

Even the metropolitan banks are beginning to fall into line, and the supposedly underpaid bank clerk is given the opportunity of becoming an owner. In one instance stock was sold at two and a half dollars a month a share, interest on the unpaid balance being charged for at six per cent, while dividends amounted to twelve per cent. In this way the stock partially paid for itself.

An industrialist of the calmer type attended a meeting at which frightened references were made to the possibility of a social revolution. He remarked that it had already come, almost imperceptibly, and was nothing to be afraid of. Certainly the ownership of the evidences of wealth is becoming more and more common among the rank and file both inside and outside our corporations.

A recent example of this tendency

is to be found in the move on the part of the General Motors Corporation to establish a Managers' Securities Company. The purpose of this plan, as explained by President Sloan in a letter to stockholders, is "to attract into partnership with the stockholders the key executives in the General Motors Corporation—some seventy in number." The plan provides for the setting up of a separate corporation, to which the General Motors Co. will pay five per cent of the net earnings of the business, after seven per cent on the capital employed has been deducted. These profits are in turn paid out to the seventy executives in the form of dividends, the board of directors reserving the right to decide to whom the stock is to be sold, and how much is to be sold to each executive designated. Control of the stock in the event of the death of an executive, or his leaving the company through no fault of his own, is secured by means of a repurchase option, the value of the stock being determined by its net asset value as shown in the published statement at the close of the preceding year.

Organization Counts

While there are a number of ramifications to the plan, which space will not prevent publishing in full, the foregoing is the general scheme. It is significant because it is offered by one of the most successful of American business organizations as a means of holding key executives. We submit that the same plan could be used just as effectively in smaller concerns as a means of holding those members of its organization who contribute the most to its success. We believe that participation of profits as well as losses through stock ownership is the only plan which in the long run will work to the best advantage of all concerned, and which will build up an enduring loyal and sympathetic sales organization. A man's heart is usually where his money is invested.

G. W. Spahr has been appointed general sales manager of the Dayton Rubber Manufacturing Company to succeed W. G. Downie, who recently resigned. Mr. Spahr's experience includes ten years in production and accounting in the steel industry, followed by seven years of sales work in the office appliance field.



Photo courtesy Adv. Spec. Ass'n

Twenty Ways to Meet Price Objections

A Summary of Methods Used by Notably Successful Salesmen in Various Lines of Business

FIGURE out the cost per day for your product over the period of its possible usefulness. Stress the low cost per day, against the saving in time, money, and labor (or whatever your product accomplishes) so that the prospect is led to look at the price in its correct relation to his problem, rather than at the total sum.

Compare your product with some simple device such as a pencil. If the prospect carries a mechanical pencil, remind him that it cost from one to five dollars, which he gladly paid in spite of the fact that a wooden pencil costs five cents. Show him how your product saves time, and eliminates waste just as the mechanical pencil does.

Money is only worth six per cent, so a man will be justified in spending \$870 for an article, machine or device that will save but one dollar a week, for he would have to invest \$870 at six per cent to earn \$52.20 a year. If your product saves ten dollars a week he will be justified in investing ten times \$870 or \$8,700. In making this illustration to make your price look small it is often best first to lead the prospect to admit that six per cent is a fair return on his money. Then remind him that

from an economic standpoint he will be justified in making an eight hundred dollar investment for every dollar the product will save him per week, less depreciation.

Some buyers will forget price if you assume that your proposition is too big for them. One salesman whose success in turning unusually large orders is said to result partly from his boldness in stating price. When the buyer objects he says, "Why sure, is that proposition too big for you? I rather suspected as much." Then a surprisingly large number of buyers will say, "Oh, I guess I *could* handle it if I wanted to—it isn't that I haven't the money." Then the salesman proceeds to make them want his proposition, stressing the idea that only a big concern, or a big man will be able to handle it—just another twist to the age-old appeal to a man's vanity.

Every buyer has some article which he bought for quality's sake alone, and for which he paid more than he would have paid for a cheaper article. Hook up your service or product with these other higher priced propositions the buyer has previously purchased. An expensive watch, car, costly furnish-

ings in his office—any of these things give the salesman an opportunity to take his product out of the rut of price competition and lift it to the level of highest quality.

Select some feature of your product, service or device which is not offered by competition. Play this up for all it is worth. If the buyer shows interest in it, concentrate on that one point until he is so thoroughly sold on it that any competitor who offers a product without this point will be decidedly at a disadvantage. Millions of consumers bought Ivory Soap because "It Floats," yet that one point is perhaps the least important of the many qualities of Ivory Soap.

One type of buyer will respond best when you boldly state price, set it on a pedestal, as it were, and make a selling point of it. If your buyer seems this type, try this plan. "Five hundred dollars seems like a lot of money for this article, at least I thought so when I heard the price, but here is what we give you for your money"; or "There are three other propositions on the market which sell for less money than mine—but I don't believe you will refuse to consider mine just because the price seems higher, for I am sure

you realize that competition forces us to give you something for the extra amount we charge."

When the sale is deadlocked over price and the buyer has mentioned some competitive product which is lower in price, get the exact difference between your price and the competitor's. Let us suppose that there is a difference of sixty-five dollars. "Now you admit that my proposition would be your choice if the price were the same. Now check up and see what we give you for the extra sixty-five dollars." Then enumerate point by point the various additional qualities your proposition possesses.

Customer "Who Won't Pay More"

It sometimes happens that you can discover your prospect to be the type of man who hesitates to put in a high-priced line because he himself wouldn't pay the retail price that it would be necessary to ask for the product, and therefore does not believe that his customers would. In that case it is necessary to sell him on his own market. For instance, take a line of silk hosiery. A dealer might say that his customers are the kind who wouldn't pay more than \$2.50 for a pair of silk hose. Point out to him that the probable reason he thinks so is because he hasn't the highest priced hose there to show beside the cheaper ones, and thus help to create a market for higher quality goods. If necessary get behind his counter and demonstrate that the contrast in quality and style of a high priced hose beside a cheaper grade will often close a bigger sale without any extra effort from the salesman, in spite of the fact that the customer may have asked for the cheaper brand in the first place.

If a salesman himself shies at the price of his own line, he must expect his buyer to do the same. The salesman must thoroughly believe that the quality of his article justifies the price asked for it, and that confidence must radiate to the buyer. Often if the salesman takes it for granted that there will be absolutely no price objection, talking quality exclusively, he can succeed in closing a sale with scarcely a mention of the higher cost solely by virtue of that confidence.

A full appreciation of the incidental selling points, or the more human side of the uses of a product, may

completely obliterate a price reduction. For example, suppose you sell electric stoves, which are very expensive to buy and install; the natural selling talk is built around saving of fuel, the retaining and development of delicious flavors in foods, the evenness of temperature in baking, and the conservation of heat in the plates and in the vacuum oven arrangement. A salesman who knows the problems a woman faces in her kitchen, closes her price objection by asking her just how much it would be worth to her to be able to bake and cook during the summer without having her kitchen become unbearably hot from the wasted heat from gas burners and a gas oven. Most women say they would "give almost anything" to rid themselves of this discomfort—and with a demonstration of the manner in which the electric stove supplies that relief, the price objection is weakened materially.

He Balked At the Investment

A salesman for a nationally known underwear company faced a dealer who objected to the high-priced line because he said it would take too much of an investment to carry a complete line of that one item in his stock. By aiding the dealer in making an analysis to find an adequate assortment of styles and sizes to cover his needs, the salesman first proved that it would not take an exorbitant amount of capital to put in a stock. Then the salesman showed the dealer how his turnover would be materially increased through the use of the dealer advertising helps furnished by the company, and the capitalization of the national advertising campaign the manufacturers were waging. With these tactics the salesman succeeded in overcoming price objections.

Where bids are asked for, the buyer often assumes that there is no difference in quality, and that price is the only criterion to judge by. On this basis he will place the order with the lowest bidder. One salesman handles this proposition in this way: "You are confident no doubt that the lowest bidder is an honest manufacturer. He is doubtless giving you exactly \$54 worth of merchandise. My bid is \$57.50 and I am giving you exactly \$57.50 worth of merchandise. Now it is up to you to decide whether or not you want to buy a \$54 product or a \$57.50 product, keeping in mind that you

are going to get exactly what you paid for—in my case three dollars and fifty cents worth more than the other bid." Then the salesman goes into the matter of quality, reputation, delivery, etc., in an attempt to disabuse the buyer's mind of the idea that he will get same amount or quality for the lower sum.

The Buyer Who Shops Around

Many salesmen are forced to compete with concerns whose prices fluctuate according to the immediate need for business. When times are good, competition raises its prices; in times of temporary depression prices go down. One salesman found an old customer who was kicking at prices. The salesman said: "Right now you can probably buy these cartons for less than I ask—frankly orders are scarce and certain manufacturers are foregoing profits to keep their plants busy. To some buyers it may seem justifiable to take advantage of the other fellow's misfortune. But we must remember that the factories that are cutting prices now must make it up when business gets better. Next spring when orders are plentiful, or later this winter when our industry is at its peak, you will have to buy more boxes. Then they are going to make up that lost profit. Our prices are figured the same year in and year out—cost plus a reasonable profit. And on a yearly basis you can't beat our prices—once in a while you can buy bargains perhaps, but somebody must pay for your bargains and nine times out of ten it will be nobody but you."

Salesmen selling material which is converted into a finished product by the customer often obtain higher prices than competitors by pointing out the value of being able to say that well known products entered into the make-up of the finished article. Armco Iron, Robbins & Myers Motors, and many automobile accessories are known to the consumer, and if your product is one that has some reputation among the consuming public, this fact may be used as a lever to overcome price objections.

Borrow the tactics of certain national advertisers who hook up their products with well known names. Ingersoll Pencils are being advertised through letters from well known movie stars, writers, and politicians. Phrases like "Roosevelt used our hunting knives on his

(Continued on page 368)

The Co-ordination of Departmental Expense in the Sales Budget

By W. W. Kincaid

President, The Spirella Co., Inc., Niagara Falls, N. Y.

SALES MANAGEMENT Magazine has often called attention to the growing need of sales managers with greater general management ability—men whose capacity for management is equal to their knack for getting orders and inspiring salesmen. This article by Mr. Kincaid who is president of the American Management Association shows where some sales managers fall shy of their opportunity, and what happens when sales and sales alone are the goal of the director of sales. You'll want to read this article before you plan next year's sales.

THE sales managers of the United States are, as a whole, a tremendously aggressive group of men. They have built up some remarkable records. They are dynamic, resourceful, and untiring.

But right there is where I believe we should pause and consider. Have the sales managers of the country—or the men responsible for them higher up—coordinated their admittedly high ability with the general success of their house? Have they learned to understand and to cooperate thoroughly with other functions of their business?

The Sales Manager's Duty

My answer is, no, they have not. As a class, sales managers are decided individualists. They have gone after individual records; they have been keen to raise the sales volume to the highest possible peak. They have concentrated with single-minded intensity on getting all the orders that could be secured. They have rested on their laurels and been critical and antagonistic to the other divisions of the business when these divisions got into jams as a result of such individualistic sales management.

The average sales manager is an utter stranger to the idea that you can sell too much, too fast and too unwisely. His natural tendency—I know, for it used to be mine—is to get all the orders he can and put them up to the factory to get out, and be resentful and critical if this policy leads to complications. Nor is this his fault alone. His superiors too often tell him his sole job is to get orders. Orators tell him that the man who sells is the logical ruler of the business. These are half truths—dangerous ones. An execu-

tive who tells his sales manager that his only job is to get orders is demoting the man to the level of a salesman. A sales manager's job is certainly not the getting of orders alone. It is his job to coordinate sales work to the wisely considered sales needs of the business, and to get that volume of sales, at that ratio of sales cost, and at that rate of flow which will most soundly develop the business and insure adequate and steady profits.

At one period in my own business we lifted the sales volume by a drive up to a very large increase. It was regarded as a great feat of selling, and for a while we all felt fine. But then the facts began to show—that we were unready for such a volume in the factory; that we could not maintain our standards and produce the volume on time; that we were not financially ready to handle the greatly increased volume, and that we were hurting our own reputation and alienating customers by the effects of this supposedly wonderful performance of salesmanship. The sales manager naturally thought he had done his part with great distinction; but the truth was that the work was defective in those most important phases of sales management—analysis and coordination.

One-Track Selling

But I, as head of the business, have to assume the complete responsibility for this, because I myself failed to make the analysis, and I did not demand or create in my sales manager the ability to coordinate which would have prevented the situation. I had isolated him, like so many other higher executives do, in the field of sales-making, away from all other functions of the busi-

ness. So many of us suffer from the delusion that a sales manager is not earning as much when sitting at his desk—we want consciously or unconsciously, that he “go out and sell,” or “help the boys sell”—we want him to be merely a super-salesman, who, like most star sales performers, thinks of little else beside “his record.”

When Sales Rush Past Production

No real sales manager can be a man who thinks only of getting orders (strange as that does seem)! That leads straight to over-expansion, growing pains, waste effort, damaged reputations, high sales cost, even to financial difficulty and bankruptcy. Our eyes are so continuously upon “sales records” and our applause so frequently for mere volume and speed in selling that we have not observed that one of the widespread evils American industry suffers from is periodic over-expansion, over-production, high-pressure sales campaigns, cancellations, over-sold conditions, alternating with depressions, inflated inventories, rapid oscillations between idle days and overtime. No wonder that selling cost is higher than it might be. No wonder that so many large, well-known concerns get into suprising embarrassments and receiverships.

The difficulty in most of the instances is wrong principles of sales management; and wrong principles of general management with regard to sales. When wide selling becomes possible, full steam is turned on, the sales department “opens her out” and away goes the sales record up to the tallest mark which can be made, and the administrative and factory departments hectically try to keep the pace. Of course they can't! They make compromises on

quality, pay premiums on material and labor, break promises, over-buy, and what-not—and then, since so many other firms are riding their swift toboggan, the whole thing ends in a quick reversal of the business cycle, and then we have a costly reckoning.

What is the remedy? First, that sales managers should become able coordinators, as well as able order-getters. They should learn to view the business as a whole, estimate business progress as a whole. They must have an intelligent sympathy with other functions of business.

Second, the budget should be used as a technical, proved means of best accomplishing such coordination. I do not merely mean a "sales quota." I mean a general budget under which the entire business is run, knitting the sales program into the whole fabric of the business program in a well-reasoned manner.

The responsibility for coordinating the heads of the various departments into a working unit must always rest with the chief executive. As the stream can rise no higher than its source so the working out of coordination between sales and production in a business organization can proceed no farther

than the light and understanding of the chief executive of the business will permit. The chief executive must have the full understanding of the problem and must be convinced as to its best solution.

One of the greatest difficulties which modern coordination and business is experiencing today is the maintaining of the balance between production and sales.

When business is dull and during off seasons of the year the production division becomes impatient with the sales division because it cannot dispose of the finished product and it piles up in the storehouse. On the other hand, when business is very active and there is a demand for more than the factory can produce, the sales division becomes impatient with the production division and wonders why it cannot have all the goods it wants when they can be sold.

The ideal organization is built upon what is usually termed the budget system. A committee made up of the heads of the sales and production divisions and including the advertising, accounting and purchasing departments, presided over by the president or general manager, who has the responsibility of

coordinating all activities of the business, prepares the budget. It is the responsibility of this committee through a study of trade reports and business conditions to project and budget as nearly as possible the demands for the coming six months or year.

The sales division must undertake to sell the amount budgeted and has the opportunity to exercise its judgment as to what that amount should be. The production division, on the other hand, has an opportunity to prepare and organize the producing units so as to produce the merchandise which it is estimated that the trade can absorb and through the purchasing department secure for periodical delivery the raw material which is necessary to manufacture the merchandise so that the orders can be filled promptly.

We have found much advantage in operating on the budget system. This can only be done by close coordination of the departments and by securing close cooperation between the various department heads.

Cooperation on the part of all, from the president to office boy, is the watchword in modern business.

Sales Managers Honored by A. N. A.

THE Association of National Advertisers, at its annual meeting on November 12th to 14th, emphasized the changing viewpoint toward advertising, by giving up most of the meeting to a consideration of marketing, sales management and salesmen relations. This new attitude was expressed in the keynote address of President P. L. Thomson, advertising director of the Western Electric Company, who said:

"I believe we must find a way in which to overcome the limiting features of our name. We are not a group of advertising technicians or artisans interested in the glorifications of advertising for its own sake, or primarily in its mechanical aspects. We are business men, first of all, directly interested in the problems of selling, merchandising and distribution, and our interest in advertising is in its use as a means to serve these ends."

A change in by-laws of the association elevates sales managers to the second place in voting power, placing them second only to the president of the member company. Under the new by-laws voting power is placed first in the president, second the sales manager, and third in the advertising manager.

H. G. Kenagy, head of sales research for Procter & Gamble Company, discussed the subject of "Turnover of Salesmen As My Company Has Studied the Problem." From his address he emphasized the following conclusions which came as a result of a careful study and analysis of the factors which determine what sort of men are best fitted for sales position with the Procter & Gamble organization. "Intelligence considered alone is not a highly important factor in a sales job," explained Mr. Kenagy, in quoting the figures obtained from another company which had made

use of the Army Intelligence tests which have been so widely commented on. "From this test it was found that salesmen who stayed with this particular company for only a short term of service, scored best in the intelligence test. In other words," continued Mr. Kenagy, "they were too bright, and did not stay with the job."

A lively discussion of the question, "Who Should Sell the Advertising to the Salesman" followed the address of George W. Hopkins, of the Columbia Phonograph Company, on this subject. Mr. Hopkins proved to be a strong advocate of the sales manager, it being his idea that the selling of the advertising plans was a duty to be performed by the sales manager.

P. L. Thomson, who had been appointed president to fill the unexpired term of Geo. B. Sharpe, former president, was unanimously elected president for the following year.

Has the Department Store Merchandising Man Outlived His Usefulness?

By Eugene Whitmore

Are department store merchandising men carrying their zeal for quick turnovers of stocks past the bounds of common sense? Are sales suffering for lack of adequate stocks? Is the hand-to-mouth buying policy of the average department store the cause of the high selling costs encountered by manufacturers who sell through the department store? These are some of the questions discussed in this article, which is the first section of two articles on this subject based on the investigations of Dartnell staff reporters.

HAS the merchandising man outlived his usefulness to the average department store? Is he, as it is charged, bringing some stores to the threshold of receivership? Is he increasing the cost of selling, running up unnecessary overhead in delivery costs and adding generally to the cost of merchandise by his insistence on hand-to-mouth buying?

If we may believe the charges brought against the merchandising men in the average department store by manufacturers, jobbers, brokers and salesmen, as well as the store's own buyers it would seem that the merchandising man has outlived his usefulness, and is doomed to the toboggan unless his powers are curbed.

Some Complaints Against Them

It is charged that the merchandising men, or the merchandising offices of the majority of department stores have:

1. Increased cost of selling due to buying too frequently in too small quantities, necessitating constant deliveries of unprofitable shipments of merchandise, often by express.

2. Driven away trade from many departments of their stores by refusal to permit sorting up of stocks, for sizes, colors, or models. Often, it is said, merchandising men hand down an edict which prevents buying of any nature in certain departments, when all the department needs to speed sales is a better balanced stock.

3. Forced some departments to slacken sales because of overstocks in other departments. When the merchandising office "puts on the lid" it is claimed that often only one or two departments are overstocked, whereas other departments are sadly in need of merchandise. Thus the infant's wear department may lose sales because the shoe department is overstocked.

4. Prevented buyers from taking advantage of manufacturer's bargains or closeouts. Often a manufacturer has a genuine bargain to offer for quick sale. If he happens to approach a buyer who has been told to cease buying for the time being this buyer cannot put through an order, even though the merchandise is a bargain and badly needed to serve as a leader to draw people to the department.

5. Prevented buyers from cashing in on mid-season style changes, or sudden style tendencies such as the King Tut craze last winter. Many buyers were unable to buy items such as Deauville Bandanas until after the first rush of trade was over because they were well stocked with staple lines.

6. Worked a hardship on salesmen who are forced to do their work twice, or go to the expense of selling the buyer only to have their orders countermanded or drastically reduced by the merchandising men.

7. Killed initiative on the part of individual buyers by trying to dictate minute details of buying policy. Right now it is claimed that cotton underwear prices are based on 26 cents cotton, that some manufacturers have withdrawn prices, and that prices must advance, yet many merchandising men are refusing to permit buying of spring requirements.

8. Encouraged "gyp" manufacturers in their efforts to produce shoddy merchandise at low prices, and have consistently attempted to buy low quality merchandise designed only to sell at low price ranges.

9. Forced buyers to rush into markets for merchandise after the season is well under way and pay higher prices than were asked for the same goods when salesmen offered lines in advance of the season.

10. Increased manufacturing costs by refusing to permit buying in advance of season. Many manufacturers have had to curtail operations only to resume them on double shifts in the midst of the retail selling season to care for belated orders from stores whose stocks are suddenly depleted due to failure to anticipate requirements.

Too Many Small Orders

The Dartnell investigator who interviewed a number of department store buyers and manufacturers' salesmen found many evidences to substantiate the first charge, that the cost of selling is being increased by the merchandising man's zeal for quick turnover. In one Chicago store a certain department buyer was limited to orders of \$50 each. To obtain enough merchandise to supply the demand this buyer has a standing order with a Chicago manufacturer to deliver fifty dollars' worth of merchandise first thing every morning and another fifty dollar order first thing after lunch, six days a week.

The department store must write twelve orders, make twelve entries on its purchase records, and receive, check, unwrap and stock twelve little orders. The manufacturer must make twelve deliveries instead of one, must have a salesman on the job six times each week (for the order is personally obtained by the salesman each morning) and must break cartons, and generally upset routine to obtain this business. Such policies are bound to force up overhead and in the end be reflected in the already high prices which the consumer is paying.

A Watch Dog of Stocks

In theory the merchandising office is a sensible institution. It is a sort of perpetual watch dog of stocks, constantly on the job to prevent overbuying. While it is not a new idea in department store merchandising the aftermath of the war boom is said to have brought added authority and power to the average merchandising man. Nearly every department was caught with huge stocks of merchandise on hand when Mr. and Mrs. Public suddenly decided to shut down on liberal spending. The merchandising men had a wonderful opportunity to say "I told you so," and if we may believe reports few of them missed the opportunity.

Of course it is true that many stores have kept to the middle of the road, and have used merchandising men more in an advisory capacity, leaving the individual buyer with his old time authority and power to buy what he needs to run his department profitably.

To get back to the charges in our indictment. How have the merchandising men driven away trade? Here is an incident which shows how one store is suffering from an overdose of "turnoveritis." A certain manufacturer installed a demonstrator, placed a heavy advertising schedule in local papers (at his own expense),

arranged for meetings of mothers' clubs, societies and organizations of housewives to be held in the store auditorium where his goods were demonstrated at each meeting.

Because of the store's prominence this manufacturer was perfectly willing to go to extreme lengths to run up a heavy sales record. But the store's merchandising office shut down on buying. Shipments are being made thrice weekly from Chicago to this store which is six hundred miles away. If one shipment goes astray shelves are practically bare of merchandise for one or two days. The manufacturer showed me the sales record of this store. There was one week where sales ran around six hundred dollars, the next couple of weeks there would be a difference of more than fifty or sixty dollars either way. Then suddenly sales would jump to a thousand dollars in one week. The increase was due to the fact that the store had ample stocks on hand, and no shipments happened to be delayed. In a record covering fifteen or sixteen weeks sales averaged around six hundred dollars weekly with the exception of two or three weeks which ran from one thousand to twelve hundred dollars. These were weeks when the merchandising men lifted the lid slightly and permitted the buyer to use her own judgment. Every week would reach a thousand dollars if the buyer's judgment prevailed—so the manufacturer claims.

When "The Lid Is On"

It is claimed that many merchandising men watch only figures. They set up an arbitrary sum as the limit which inventories should reach for the entire store. When inventories reach this sum the "lid is on" and until stocks are reduced no buying is permitted from any departments. It may happen that the dresses, suits, millinery and shoes are the only overstocked departments. Yet the notions, piece goods, underwear or a dozen other departments may be in healthy condition and badly in need of merchandise, but unable to buy because of heavy inventories in other departments.

Weather conditions often influence sales to a great extent. The writer talked with the Chicago representative of one of America's best known underwear factories. This salesman told how the weather governs sales. "It may be that a store is well stocked in the early fall with heavy underwear. Then a warm spell comes along

and the store is besieged with demands for children's knee length underwear, as children are the first to kick at heavy underwear in warm weather and mothers will humor the children. The store has no children's knee lengths in stock. But the manufacturer has stocks on hand ready for instant delivery. Can the buyers take advantage of this sudden change in demand and cash in on it? They cannot. The merchandise office merely points to the inventory figures and says, 'Sell what you have, then buy.' They can't sell the heavy numbers in warm weather and the department is at a standstill, from no fault of the buyer for he was justified in not gambling on warm weather and putting in stocks to take care of a demand, which might never develop."

Quick Action Needed

With the style element the ruling force in buying of so many lines today the department store buyer must have a keen sense of style values and tendencies. More than that, he must have a sort of news sense which tells him what the public will respond to, just as a newspaper editor senses what his public is interested in. A movie star may return from abroad wearing some novelty of fashion and be photographed by the movie news weeklies and the Sunday paper photographers. In a few days alert manufacturers have copied the novelty and it is on sale in hundreds of stores almost overnight. In the twinkling of an eye a new craze has been started. The department store buyer must act promptly. He cannot place orders, only to have them held up in the merchandising office for weeks awaiting confirmation. While the merchandising man is making up his mind the craze may die out. On the other hand, if the buyer is quick to act, and can cash in on the news value of the new style, he has scored a "scoop" that will show handsome profits.

These quick moves on the part of an astute buyer often wipe out losses due to unfavorable weather conditions or other unforeseen slumps in sales. Without authority to take advantage of these sudden twists of the public fancy the buyer is powerless to make the most of his opportunity.

For years the August blanket sales have been a matter of standard practice in nearly all department stores. During the slump in 1921 a certain overcoat manufacturer was more or less desperate for business and de-

cided that overcoats, as well as blankets, could be sold in August if the prices were attractive enough. He was able to make the attractive prices. He visited nearly every store on State street and explained his idea. One by one the department store buyers agreed that the idea was probably worth trying but that it would be useless to take it up with the merchandising office for they had decreed that no orders for winter merchandise could be placed.

For several days this manufacturer personally haunted the department stores trying to find a buyer who had authority to do something out of the ordinary. Finally in desperation he obtained one buyer's permission to see the merchandise man in an effort to have an order confirmed. The merchandising man sniffed at the idea. The general manager of the store was appealed to. He saw some merit in the idea, overruled the merchandise office, and authorized the buyer to try the idea on a small scale. The sale appealed to the public and soon every department store buyer on the street was being called on the carpet to explain why he had been caught napping in permitting the one store to steal a march on the overcoat business.

A New Idea Unwelcome

The merchandising men claimed the buyer should have recognized the idea as a good one and requested permission to try it—the buyers retaliated with the claims that the merchandising men had refused to consider similar plans in the past. But the fact remains that had it not been for the persistence of the overcoat man the idea would have perished at the door of the merchandising office. Today the August sales of overcoats are a commonplace part of the average department store's merchandising plan.

"Morale in the average large department store was never lower," claims a salesman whose entire time is spent in calling on department store trade. "Buyers complain that they are unable to hold good salespeople who refuse to remain in departments where stocks are low. Their earnings are so reduced by loss of sales due to depleted stocks that they seek employment in smaller stores and specialty shops, or leave the selling field entirely. Many of the best buyers are said to be discouraged and disgruntled; they resent the inference that they are incapable of buying to the best advantage."



CON

(Conference—Conversation—Conceit)

A Tragi-Comedy in Three Acts

By Philip S. Salisbury

LOCALE: Any office—anywhere—but preferably in New York, Chicago, or Cleveland.

THE CHARACTERS AS WE MEET THEM

Mr. G. S. M. General Sales Manager
Miss Nifty Secretary to G. S. M.
Mr. A. S. M. Assistant Sales Manager
Mr. A. M. Advertising Manager
Mr. B. B. The Big Boy
Mr. C. C. Credit and Collection Manager
Mr. O. M. Office Manager
Mr. G. The Ghost, familiarly known as the Treasurer

ACT I

Office of the G. S. M.—afternoon. G. S. M. is dictating to Miss Nifty.

Miss Nifty—"Pardon me, sir, but it is 2:20. You remember the conference at 2:30?"

G. S. M.—"Oh yes—that d——pardon me Miss Nifty—yes, I remember it. Ask A. S. M. and A. M. to come in please." (She exits.)

G. S. M. (moodily)—"Oh these d——conferences! What in h——are we going to talk about today? Today is Wednesday—three more this week after today. Lord! We have regular conferences every Monday, Wednesday and Friday—and special conferences on Tuesday, Thursday and Saturday—to say nothing of the super-specials on any evening the Big Boy takes it in his head to hold one."

(Enter A. S. M., A. M. and Miss Nifty.)

G. S. M.—"Hello boys. I asked you to come in because we've got to frame up something to talk about or else the Big Boy will think that the sales end of the business is asleep. How about you, A. S. M.—got anything you want to bring up?"

A. S. M.—"Nope. Sorry. Can't think of anything. I reported Monday on the sales and expenses of the salesmen, and also made a special written report as per standard practice."

G. S. M.—"Well, think of something before the meeting. Tell 'im about the Bureau of Commerce report on sales possibilities in Fiji—or anything else. I don't care what it is, but you've got to help me out. What have you got, A. M.?"

A. M.—"Not a thing. We've gone over everything together that has to be decided—no use rehashing it for that bunch—they don't know anything about advertising."

G. S. M.—"I know they don't. But we've got to hold up our end, somehow. Grab the first three letters on top of your desk—

makes no difference what they are—and either make a definite recommendation on them or ask for a ruling."

(The telephone rings, Miss Nifty answers it.)

Miss Nifty—"It's for you, Mr. G. S. M. It's Bartlett Brothers of Indianapolis on the long distance. They're ready to place the contract but want to know if we can make shipment in two weeks."

G. S. M.—"Oh tell them I'm in conference. I'll write them a letter. Come on boys—it's 2:29 now—you know how sore the Big Boy is if we are late for his conference."



ACT II

The Conference Room. Easy chairs, soft lights, subdued grey background, luxurious carpet—everything an efficiency expert and an office equipment salesman can think of which looks like REAL MONEY or which is supposedly conducive to BIG IDEAS. All of the characters are seated around a circular table, including Miss Nifty, who is there to take notes so that none of the gems and germs of thought are lost. She will take three hours off tomorrow transcribing and making extra copies.

Big Boy—(Sits back in the regal-like chair, placidly rubbing his hands together, beaming on the others. After surveying them in

this benign way and perhaps murmuring a benediction on this all-important gathering of the master minds who are helping him to make the best little old producer on the face of the earth, he snaps into a business-like position and turns to Miss Nifty). "Miss Nifty, we will now hear the minutes of the previous meeting."

Miss Nifty—"I'm sorry, sir, but I have been so busy with Mr. G. S. M.'s work that I haven't been able to get them into shape."

B. B.—(Turns, frowning on G. S. M.). "How about this, G. S. M.? Don't you know that you're not to load Miss Nifty up with non-essentials until she has finished these reports of our meetings?"

G. S. M.—(In a conciliatory tone). "Well, Mr. B. B., I must admit that I did use up all of her time. You know our sales fell off last month, and I've been working overtime to bring up the sales and pare down the sales overhead. That has called for a lot of dictation. Then I've had to interview several newspaper and magazine men with the idea of getting some free publicity about you and the company. I gave out copies of your address 'From Office Boy to President.'"

B. B.—"I see. Of course, we must not neglect sales and profits, but it would never do for us to disturb the machine-like regularity of these little gatherings. 'Conference means Construction,' you know. That's my motto. Whatever measure I have had in building up this business—"

C. C.—(Sotto voce to B. M.). "The poor duff *inherited* this business from his father—"

B. B.—(to C. C.). "What's that, Mr. C. C.? If it is interesting we would all like to hear it."

C. C.—"Why I was only saying, Mr. B. B., that it is such a great pleasure to work in an *institution*. I wouldn't want to be in a mere money-grabbing plant."

B. B.—"Very well put, C. C. Be sure to get it in the records, Miss Nifty. I will work it into our prospectus the next time we go to Wall Street for a loan. Now what you said (turning to G. S. M.), about that free publicity is very interesting. As you all know, the whole idea of *personal* publicity is repugnant and loathsome to me, but I try to forget that in the light of what is good for the organization. And furthermore, my friends tell me that I owe it to the millions of young lads in the country to tell them how I became what I am today, and I suppose they are right.—What's that noise?"

A snore. Two snores. A crescendo of snores. They come from A. M., whose head has fallen over on the table. A. S. M. kicks him in the foot, and he wakes up, blinking.

A. M.—"I beg your pardon, Mr. B. B. I shouldn't have fallen asleep, I know, but I had to sit up until two o'clock this morning finishing those newspaper pages. You know I didn't have any chance to work on them yesterday because we were in conference nearly all day."

B. B. apparently can think of no adequate retort—so decides to ignore the slur.

B. B.—"Well, Mr. Ghost, what have you got to report?"

G.—"Nothing very important, sir, only a few trifling matters, sir. A loan of \$300,000 comes due at the First National next week, and their cashier doesn't want to renew it, but I'm sure that when I go down and tell their president of all the business-getting plans we have worked out at these conferences, they'll be glad of the privilege of supplying us with the money. We may have a little difficulty in meeting the payroll on Saturday, but if I can be excused from the conference on Friday I think I shall be able to dig up the money—"

B. B.—"What! Disrupt our conference routine! Certainly not! You'll have to think up something better than that. What's the matter anyway—how are collections?"

C. C.—"My work is in very good shape, sir. The only trouble I'm having is that the salesmen are selling a lot of dead ones and don't give our department the right kind of reports. In fact, almost no co-operation at all, I might say."

B. B.—"How about that, A. S. M.?"

A. S. M.—"It isn't true. I've tried for two years to get the Credit and Collection Department to work out a credit rating on every prospect, but they haven't done it. We go out and get the business, as per orders, and then they turn it down. And it's surprising to me how we get any business at all, with the kind of insulting collection letters our best customers are all the time getting."

B. B.—"Miss Nifty, we will make this dispute the subject of a special conference tomorrow morning at nine o'clock. All of you be here. Now then, let us turn to more important matters. Mr. A. M., I didn't like our last Post Ad at all. You will have to be more careful. Haven't I told you that my name and title should always be run in italics? You forgot that, and in reproducing the picture of the plant you neglected to mention two very important things: that our watchman in his nightly vigils travels 17¾ miles, and that the daily—only the daily, mind you—production of our plant—if stacked end to end would reach from Portland, Maine, to a point two miles west of Topeka, Kansas. . . . Now, Mr. G. S. M., I received a letter from Mrs. B. B. this morning written from our summer camp at the lake, and she tells me that we have distribution in only one of the two outlets in the village. That looks bad. You have secured good distribution in the big cities, but we can't afford to have a sore spot where I have my country estate. How do you explain it?"

G. S. M.—"I remember it quite distinctly. Smith, our salesman, reported that only one of the stores amounted to anything, and we put our line in the best one."

B. B.—(Chews his cigar meditatively). "I see. But I'm afraid we can't base the policies of this company on such a flimsy foundation. Smith may have been mistaken. You will have to make a special investigation. It will only take two nights and a day."

G. S. M.—"Very well. However, you realize, don't you, that I will have to miss a conference?"

B. B.—"That's true. I didn't think of that. No, that won't do. Hire a special investigator on the outside to make the trip."

And now, it being 3:05, we charitably draw the curtain while the meeting goes on to its scheduled closing hour of 4:00 p. m.



ACT III

Setting same as Act I. Same afternoon. G. S. M., A. M. and A. S. M. enter, talking.

G. S. M.—"Well, that wasn't so bad, after all. Your request for a special appropriation to cover advertising in the bazaar at Titusville livened up the meeting. But I can't say that I got any ideas from it, can you?"

Both A. S. M. and A. M. shake their heads.

G. S. M. turns to a pile of memos and letters which have accumulated on his desk during the conference.

G. S. M.—"Hello! What's this—a letter from Bill Brackett, out in Detroit. He's been slipping lately. I wonder what's up?"

Reads the letter aloud.

"I know you are disappointed with my sales lately, but not any more so than I am. The fact is, Mr. G. S. M., I don't find any of the prospects in at the big places. I made 29 calls today and only got 2 interviews. No orders. It sure is discouraging. Everywhere I go it's the same answer, 'Mr. Jones, is in Conference right now.' Conference—Conference—Conference—how I hate that word. They never say, 'Mr. Jones is discussing a very important business matter with the president at this minute—he will see you if you'll wait a few seconds.' No, it's never that. They tell me he is in conference, and when I ask when he will be disengaged, they name some time about two hours later."

A. S. M.—"That's what I hear from all of our men."

A. M.—"What are we going to bring up at tomorrow's conference?"

G. S. M.—"I don't know what you two fellows are going to bring up—but I know that I'll have something which will cause a storm—I'm going in and read this letter from Bill Brackett."

CURTAIN

The Passion for Inquiries

By Cheltenham Bold

If you want a picture of wasted effort and useless expense, answer the first dozen advertisements that offer a free book or catalog. Salesmen may follow up your inquiry before you get the free book, in other cases the salesmen may never call, or the book may arrive a month after your inquiry is mailed. You will wonder why the advertiser wanted your inquiry at all after you see some of the meaningless "follow-up" that is sent out in answer to inquiries that cost from fifty cents to five dollars each. Cheltenham Bold, with his usual frankness, discusses the matter from the standpoint of the experienced advertiser who has cut his eye teeth.

WHEN the manufacturer buys a supply of coal to burn under his boilers, he can make accurate physical and chemical tests both as to quantity and quality. When he buys materials or parts or supplies which go into the fabrication of his product, he can do the same thing. When he hires a salesman to cover a certain territory, he can check the volume of business turned in against the salesman's compensation and past records in the same territory, thus determining with fair accuracy the value of the service rendered.

Few Yardsticks for Advertising

When he starts in to buy advertising, however, in the vast majority of cases he can do nothing of the sort. For the effects of advertising are not recorded in thermal units, or square feet, or avoirdupois, or immediate dollars and cents, but in the minds of the men and women who may happen to read it. To subject such invisible and intangible effects to scientific measurement is a sheer impossibility, and if business men could only be brought to realize this perfectly obvious fact there would be more successful advertisers than there are today. As I tried to point out in the October number of "Sales Management," the effects of advertising are purely psychological, whether you happen to fancy the term or not, and it is only through the medium of the psychological effects that any tangible results whatever may be secured.

Getting advertisers to appreciate that fact—particularly newly fledged advertisers—is, I am frank to confess, a job of some difficulty in the life of an advertising agent. The mind which is accustomed to dealing with tangible commodities as so much per ton does not readily adjust

itself to the problems involved in the purchase of advertising space and advertising copy. Hence it frequently happens that advertisers attempt to set up for themselves some machinery or system which will relieve them from the necessity of exercising their own judgment and common sense, by providing them with an infallible and automatic index of values. A system, in other words, which will weigh the imponderable, and measure the intangible. And so it is not uncommon to find advertisers basing their judgment of the value of advertising mediums and advertising copy upon the number of direct inquiries received, when in the majority of cases they have about as much use for inquiries from the general public as a rattlesnake has for a pair of rubber overshoes.

Inquiries Often Necessary

Now before going any farther, let me make it absolutely clear that I am not arguing against direct inquiries per se. In many cases they are absolutely necessary, and in many others extraordinarily useful. A general mail-order business could scarcely exist without them. The job of introducing a new product is often vastly simplified by pulling direct inquiries for literature or samples. When a concern has exclusive dealer representation, it is often advisable to get track of prospects by direct inquiry, and refer them to the dealer by way of co-operation. When distribution is needed, it is frequently helpful to be able to show a prospective dealer a number of inquiries for the goods originating in his trade territory. And so following. I have nothing to urge against direct inquiries, in cases where they can be turned to immediate and practical use. But I do maintain that those cases are ex-

ceptional, and very few in number, as compared with the great majority of concerns which can make no profitable use of consumer inquiries at all. Indeed, it is my humble opinion that the passion for inquiries, and the reliance upon inquiries as a test of the value of mediums and copy, has ruined more advertisers than it has ever helped. As a means for kidding one's self into a notion of false security, the consumer inquiry is superior to almost anything else that I can think of.

When Faith Means Nothing

As a matter of fact, I could name you a sizable number of advertisers who are kidding themselves after this fashion, although they do not by any means refer to it in such terms. On the contrary, most of them are likely to be very proud of the system, to which they apply the rather pretentious title of "merchandising the advertising." They pride themselves on their shrewdness and their ability to measure the effect of every penny they spend for advertising. Nobody can put anything over on them. They take nothing on faith—not they! No blue-sky artist of an advertising agent can talk them into spending their money for mere psychological effect! They are out for results, first, last and all the time, and the only results that are worth a whistle made of a pig's tail are definite, tangible inquiries which can be turned into sales. Brass tacks, ladies and gentlemen, brass tacks!

All of which is very impressive, and conduces to an atmosphere of bustling activity which looks like progress. But suppose you go out into the field and interview a few salesmen and branch managers, provided you can catch them in an un-

(Continued on page 344)

The Salesman Who Has Reached the Limit of His Earning Capacity

An Answer to the October Problem by H. S. Barnes

The John Price Jones Corporation, New York City

In October we published the problem confronting a sales manager who had a number of salesmen who had reached the limit of their capacity, yet who had no executive ability which would justify him in promoting them to executive positions. He wanted suggestions that would enable him to give these men a square deal without making them actual subjects of the concern's charity. The best answer received so far is printed below.

WHAT do you mean by "reached the limit of his earning capacity"? There are two possible interpretations. One is that the salesman has all the accounts he can handle and lacks the ability to develop these accounts further, and thus justify a larger income by increased sales. The other is that the territory covered has been so thoroughly developed, both as to distribution and volume of sales, that no material increase in sales is to be expected.

May Be Fitted for Other Work

Consider first the case where the salesman has all the accounts he can handle and is unable to develop them. The first step before definitely deciding that the salesman has reached the limit of his earning capacity, is to ascertain whether he possesses the ability to build up the sales of his individual accounts, or whether he could develop it with instruction. If he does not possess this ability, special training along these lines may, within a reasonable time, enable him to show an encouraging increase in sales, and thus extend the limit of his earning capacity. On the other hand, he may be temperamentally fitted for new account work, in which case his value to the firm could be increased by transferring him to a territory in which new outlets are needed. The distinction between the qualifications of an account-builder and an account-getter is so sharp and of such importance in getting the maximum production from a salesman, that his temperament and experience should be most carefully studied in order to determine which type of work he is best suited for.

The next step is to discover whether the salesman is handicapped by the mental hazard of believing

that his territory is fully developed and that no further increase in sales is to be expected. A salesman easily falls into the habit of estimating the volume of sales that his dealers can handle without making a thorough attempt to base such an estimate on facts. He is apt to say to himself, "Brown & Co. handled 200 cases last year; I guess they could take 210 cases this year," where, as a matter of fact, they could, with some helpful sales suggestions, sell 225 cases. This is particularly true where the salesman has covered the territory for a number of years and has won the confidence of his dealers to the extent that they leave the size of their orders entirely to his discretion. Nothing so tends to make a salesman conservative and to induce underselling as this display of confidence in him. A switch to a brand new territory usually remedies this state of mind. The salesman is handicapped by no preconceived notions as to how much his various dealers should buy; they all look alike to him and he feels, furthermore, that it is up to him to make a good showing, with the result that in most instances he shows an increase in sales over his predecessor.

The Lure of the City

Another factor that influences the salesman is the type of territory he covers—whether it is a big town or small town territory. Most salesmen prefer the big towns—they are easier to travel and hotel accommodations are better, but some salesmen are by nature better fitted to sell the small town dealers. A switch from big to small towns, or vice versa, frequently results in increased sales.

Sometimes a change in the method of compensation (if this can be done

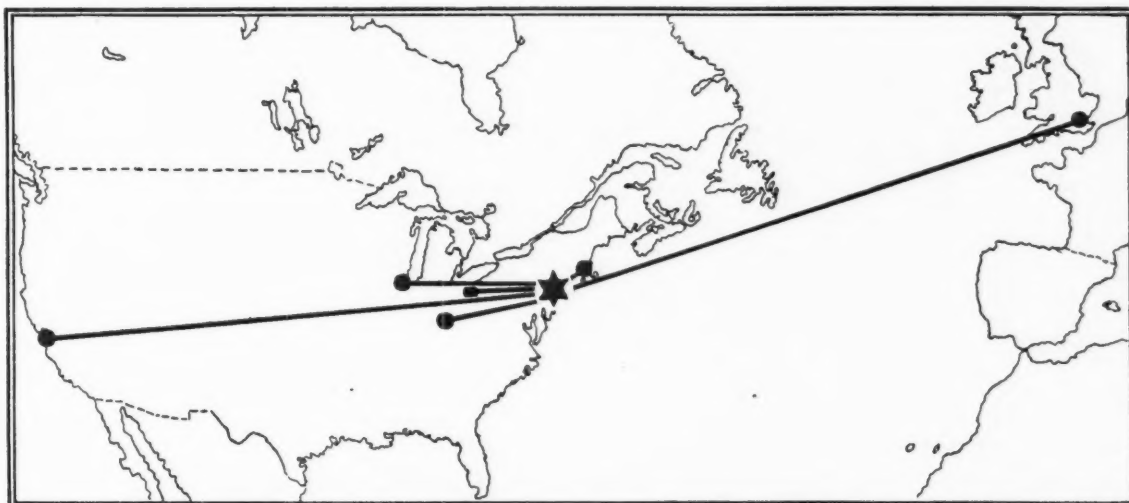
without causing dissatisfaction among the other men) is productive of increased sales. For instance, a man working on commission may be the worrying kind who would prefer a slightly smaller steady income to a larger but fluctuating commission income. On the other hand, a change from a straight salary basis to salary and commission (even if the commission is very small or covered only certain classes of sales—new accounts, for example) stimulates the salesman to more productive work.

The Territory Is Not At Fault

All these are factors which, in fairness both to the salesman and to the house, should be minutely studied before it is finally decided that the salesman has reached the limit of his earning capacity. The application of one of these ideas may not only permit the salesman to increase his earning capacity, but also bring the house increased sales without the necessity of replacing him, with all the expense involved in temporary lost sales and breaking in a new man.

Then take the second case—where the territory is so thoroughly developed that the function of the salesman is to maintain the present sales volume. Few manufacturers will, or should, admit that any considerable portion of his territory is so thoroughly developed that no material increase in sales is to be expected. Twenty years ago a man turned down a quarter interest in Henry Ford's infant industry because he believed that the market had already absorbed all the cars of which it was capable. There were then slightly less than 1,000 automobiles in this country. The business publications are filled with articles

(Continued on page 361)



70% of America's leading advertisers *concentrated within six small areas*

Within the metropolitan areas of New York, Boston, Chicago, Cleveland, Cincinnati and San Francisco are 70% of the country's leading advertisers.

And almost every one of the other 30% is within over-night traveling distance.

In each of these six important business centers is a J. Walter Thompson Company office.

Through these offices in the United States and the office in London, the J. Walter Thompson Company is able to work in constant and direct touch with each client's organization.

This network of offices makes it possible to obtain accurate first-hand information on selling conditions in each of these great markets.

The combined knowledge and experience of all seven offices makes possible a comprehensive study of each client's problems in advertising in all parts of the United States, and in twenty-three foreign countries.

J. WALTER THOMPSON COMPANY

Advertising

NEW YORK

CHICAGO

BOSTON

CINCINNATI

CLEVELAND

SAN FRANCISCO

LONDON



—and they CAME!

ONE hundred and twenty thousand people between January and July, 1923, wrote to Californians Inc., asking for information about California.

Railroad and automobile travel to California in 1923 has been greater than ever before. House-counts at California hotels have run higher. Chambers of Commerce have reported an added influx of new settlers.

Our real task in this account (jointly handled with another A. A. A. agency) was to discover the key that would open the door of the average man's mind, everywhere.

To interpret a product to the consumer in terms of his needs and desires is not always easy. We are doing it effectively for about seventy national advertisers. *Truth well told!*

THE H. K. McCANN COMPANY
Advertising

NEW YORK

CLEVELAND
LOS ANGELES

DENVER
TORONTO

SAN FRANCISCO
MONTREAL

Washington Solons Dust Off Perennial Advertising Tax Bills

Tax on Advertising and Billboards, Price Maintenance, Changes in Income Tax Reports, a new drive on the "Truth-in-Fabrics" bill, loom prominently on legislative horizon at nation's capitol

By Waldon Fawcett

CYNICAL gossip has it that, with a presidential election impending, both parties in Congress will be so busy playing politics this winter that business legislation will be neglected in the first session of the 68th Congress. The prediction should be taken with a grain of salt. The mere fact that the present high cost of railroad transportation is to be made an issue and that there will be a resurrection of the general sales tax proposal insures reactions in salesdom. Moreover, every week sees additions to the tentative program of special legislative projects affecting marketing and distribution. There is, high on the list, the hard drive to legalize resale price fixing. It appears all but certain that the Farm Bloc will put through a truth-in-fabrics or "pure fabrics" bill. News has just broken, to the consternation of the scouts of the national associations of retail merchants, that the session is to see a renewed effort to enact cost-mark legislation—starting with shoes, but ending nobody knows where. And all this takes no heed whatever of bristling schemes for increasing Uncle Sam's revenue. Samples—the plan to revert to three-cent letter postage; the inspiration to tax billboards and outdoor advertising; and the plot to levy upon all wholesale and retail merchants a Federal license fee or tax for the privilege of doing business.

Apropos the simmering pot of price maintenance, hear the prediction of Joseph E. Davies, former chairman of the Federal Trade Commission, now counsel for prominent business organizations including the American Fair Trade League. He tells me that he does not believe that Congress can be persuaded to approve any price standardization measure that does not provide for

Federal supervision of fixed prices. That would mean that the Kelly Bill has a chance but that the more liberal Merritt Bill, so ardently desired by many sales executives, hasn't the ghost of a show. Mr. Davies feels that Congress is going to be haunted by the fear that if authority be granted for untrammelled price fixing, a marketing interest may, by advertising and sales promotion, cultivate such a demand for its wares that it may ask whatever price it sees fit. Of course, Mr. Davies knows that this is rank reasoning—that the play of competition will take care of prices. But the trouble will lie, he thinks, in persuading all sections of Congress that there is no need for a Federal agency to censor prices that are "complained of" by competitors or buyers.

Sales managers and salesmen who operate on salary or commission will be relieved, after January 1, of much of the detail of income tax reporting, provided the taxpayer had a net income of not more than \$5,000 in 1923. By a drastic revision, the U. S. Bureau of Internal Revenue has cut from six pages to one the blank or tax return known as Form 1040A, which must be filed before midnight of March 15, 1924. Under this new schedule the less-than-\$5,000-a-year man will have to answer only three questions, covering, respectively, income from salaries and commissions; interest on bank deposits, notes, mortgages and corporation bonds; and "other income." All individuals whose income is in excess of \$5,000, regardless of whether from salary, business, royalties, or what not, must report in more detail on Form 1040.

When the Division of Simplified Practice of the Department of Commerce virtually washed its hands the other day of further effort at this

time to induce the farm-operating equipment industries to standardize on sizes, styles, etc., it signaled a new policy. The purport is that, with a waiting list of industries that want government help for simplification, the Department will no longer nurse indefinitely an industry that is not willing to get together on a platform of uniformity of production.

Probably few sales managers have heard that Uncle Sam has a new bureau devoted to better homes in the fullest sense of the word. The outlook is that this new cog, the Bureau of Home Economics, U. S. Department of Agriculture, will become in time an important source of inspiration and "ammunition" for sales engineers. The program of work touches such high spots as foods and nutrition, the economic problems of the home, textiles and clothing, housing equipment, etc. A hint of what may be coming may be had from a remark recently attributed to Dr. Louise Stanley, head of the new bureau, to the effect that a housewife should not find it necessary to purchase a washing machine, a vacuum cleaner or a hot water heater solely on the manufacturer's say-so, but should be able to determine from her own knowledge of the subject which of the articles on the market is best suited to her needs and purposes. A women's advisory committee representing all sections of the country will work with the new Home Economics unit, much as committees of manufacturers, wholesalers and retailers are teaming with the new Division of Domestic Commerce.

Third Assistant Postmaster General Glover, who had been reminded to again bring "return postage collect" to the attention of Congress this winter, tells me that he finds a

noticeable chilling of ardor as investigations by a number of firms have given rise to the fear on their part that inauguration of c. o. d. postage would result in many of their customers, prospects, and agents saddling them with postage charges on all mail. Of course the intention of the Department has been that pay-at-destination postage shall be strictly an advertising proposition, available only for a limited number of replies in a specific advertising campaign. But fear is expressed, by sales managers who have thought twice, that, once it is announced that c. o. d. postage is in force, the supposed privilege will be seized for all inquiries, orders and everyday correspondence. The consequence would be a formidable "postage due" bill for the firm accustomed to receive thousands of letters daily. Another cause of the eleventh-hour chills is the hint, from the Department, that the cost of extra bookkeeping and other expenses incident to return-postage-collect might necessitate for the pieces privileged to travel without stamp a rate of fare higher than the present first-class rate.

Among specialists in the protection of sales literature, opinion is almost unanimous that the U. S. Commissioner of Patents has just made a serious error in judgment. In consequence a number of hot letters of dissent and protest have been received in Washington. Criticism is directed against the assumption by the Commissioner that the owner of a "print" (which means almost any form of original advertising) who publishes without appending a copyright notice, as earnest of an intention to make copyright entry, is dedicating his production to the public. The dissenters concede that the advertiser who puts out a print with no notice of copyright is jeopardizing his protection, but deny that he is avowedly giving his literary or pictorial matter for the free use of all comers.

George E. Minthorn of the Larkin Company has recently conferred with the postal officials regarding two inventions which the Larkin Company have tested out and which are adapted to the use of sellers by mail in general. One of the "dis-

coveries" is a flexible stencil for use in mailing machines or addressing machines and which renders it possible to maintain a mailing list and a card index file in one. The other invention is a machine that, in effect, manufactures an envelope around an enclosure, thereby doing away with hand-filling of envelopes, etc.

President J. W. Herscher of the National Wholesale Grocers' Association has come to the defense of the newly-established U. S. Division of Domestic Trade which has been accused of making a purely elemental and perhaps theoretical beginning in putting forward its carefully-framed definitions of the functions, in distribution, of manufacturers, wholesalers and retailers. Mr. Herscher contends that Herbert Hoover's pet institution has started just where it should start and that in the three official definitions there have been placed before the public for the first time the essential functions of the various groups that go to make up our necessarily complicated business system. By the by, Secretary Herbert Hoover, who has been allowed but \$50,000 for this first year's expenses of the Domestic Commerce annex, hopes to persuade Congress to increase the allowance to \$100,000 or \$125,000 for the year beginning July 1, 1924.

Washington has heard, lately, not a few grumbles from sales managers and marketing executives who have been charged, by local postmasters, for mailing list corrections where the revision in each instance occupied less than half an hour. In one instance, a seller was charged sixty cents (the maximum stipend for one hour's labor) for the correction of twenty-five names. This is contrary to the instructions from headquarters, which are to the effect that corrections that can be made in an interval of not more than thirty minutes are not to be charged for. Some of the peeved executives have told the Department that they could do very well, thank you, in revising their own mailing lists if only the Department could compel all postmasters to state the reasons for non-delivery on every piece of mail returned to a sender. The Department admits that the evil of neglecting to state the cause of non-delivery is

widespread, but blames it on the frailty of individual postmasters. Reminders are being sent to all postmasters at frequent intervals to be sure and state the cause when a piece of mail is turned back.

The National Bureau of Standards is designing a device for the rapid testing of electric fans. Completed this same month is an improved apparatus for testing brick. Sent to press and available from the Superintendent of Documents, Government Printing Office, at ten cents a copy, is Technologic Paper No. 240 in which the Bureau gives the conclusions to be drawn from its recent power-loss tests of a large number of automobile tires of different makes and sizes. Particularly illuminating and useful for sales folk are the disclosures as to the relative efficiency of fabric and cord tires and the revelations with respect to oversize tires. In summing up, the Bureau makes the statement that it is not out of the way to attribute a difference in fuel consumption of as much as ten to twenty per cent to changes in tires or tire conditions.

In umpiring, this month, a dispute between Campe Corporation and the Peer-Amid Company, the First Assistant Commissioner of Patents gave Federal support to a principle of considerable significance to sellers, namely, that confusion in trade is not necessarily avoided because a brander, in his use of a parallel or similar trade-mark, sells only to jobbers and wholesalers. In asking the registration of "Peer-Amid" in the face of the earlier use of "Pyramid" on a similar line of goods, it was urged by the Philadelphia firm that there could be no confusion because the other house sells only to wholesalers and jobbers and it was asserted to be a well-known fact that the trade names of firms that sell only to jobbers and wholesalers seldom follow through to the final purchaser, inasmuch as most jobbers and wholesalers use their own trade-marks. The Federal referee refused to accept this premise when he found that in the current case the mark of the firm that supplied the wholesale trade not only followed through, but has been well known to consumers as well as to the trade since 1917.

MILWAUKEE—FIRST CITY IN DIVERSIFIED INDUSTRY

Another Service Innovation

—originated by The Milwaukee Journal

THROUGH sheer weight as a merchandising and selling power this newspaper has for many years enjoyed a remarkable dealer influence—not only in its local market but in every secondary buying center for the 3,000,000 people in Wisconsin and Upper Michigan.

And now, this already strong dealer influence is being intensified by a new type of service, never before offered by any newspaper to our knowledge. The plan of action briefly described below has for its purpose the betterment of the merchandising and advertising practice of retailers and wholesalers throughout The Milwaukee Journal territory. Any such improvement should bring material benefit to national advertisers in the way of increased sales at lower cost.

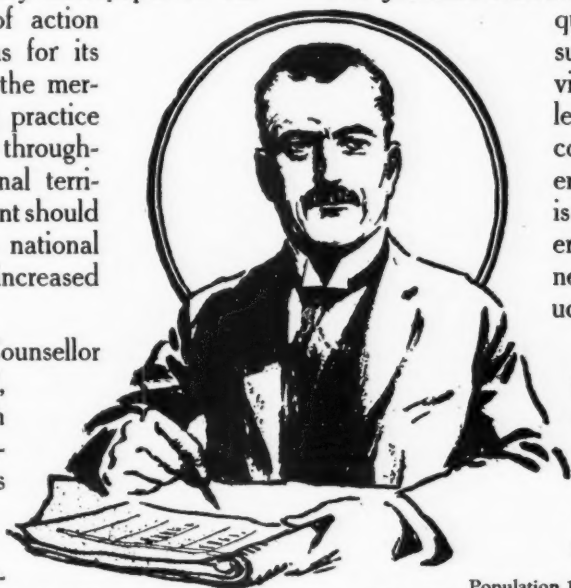
The Merchandising Counsellor of The Milwaukee Journal, a recognized authority with wide experience in wholesale and retail selling, is conducting a series of institute meetings devoted to Merchandising and Advertising problems, in the principal cities and towns of Wisconsin—the secondary buying centers of The Journal's great market.

These meetings, held in cooperation with the leading local newspapers and the commercial clubs in each community, are attended by dealers and distributors and their employees handling practically every line of merchandise. The program is a practical discussion of the problems confronting these men and the application of the

underlying principles of marketing to their business. Among other things the selling-power of newspaper advertising and the advantages of co-operation with manufacturers who advertise their products in this market are clearly demonstrated.

During the first series of six meetings, which cover a six weeks' period in each town, the local retail and wholesale establishments are visited by The Journal's Merchandising Counsellor on request, selling problems are surveyed at first hand and advice is offered. This excellent service is continued by correspondence and the influence for better merchandising is thus maintained. A powerful bond of good-will for newspaper advertised products is established.

This service has been tried and proven. It is being acclaimed enthusiastically and accepted unanimously by the merchants in the cities listed below which are on the 1923 schedule:



Population 1923		Population 1923	
Milwaukee . . .	539,449	Sheboygan . . .	32,597
Racine . . .	64,393	Beloit . . .	23,503
Madison . . .	42,519	Appleton . . .	20,566
Oshkosh . . .	33,197	Janesville . . .	19,879
Green Bay . . .	33,100	Neenah . . .	7,171

Applications for service in 1924 are already in from many other cities and towns. Positions on the schedule will be assigned January first.

Write for details as to how the tremendous power of dealer influence generated by this new service may be turned in favor of your product, to help you sell more goods at lower cost.

Complete
Advertising
Service

**The Milwaukee
JOURNAL
FIRST—by Merit**

—Color,
Black and White
Roto

H. J. GRANT, Pub.

O'MARA & ORMSBEE, National Representatives
NEW YORK — CHICAGO — SAN FRANCISCO

R. A. TURNQUIST, Adv. Mgr.

WISCONSIN—FIRST STATE IN VALUE OF DAIRY PRODUCTS

Notice of Increase In Circulation

1923, January, 197,527
1924, January, 303,000
(Estimated)

Extension Magazine

The World's Greatest Catholic Monthly
Member of the Audit Bureau of Circulations

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When Your Audience Begins to Yawn

By Benjamin Bills

Sales Manager, American Bond & Mortgage Company, Chicago

Many a sales manager is a corking good face-to-face salesman. When it comes to swinging the most stubborn prospect or opponent over to his side no one in the organization is the sales manager's equal, yet often that same man fails pitifully when he is suddenly asked to address the board of directors, a sales meeting or an association group. There is perhaps no other sales executive in Chicago who is asked to speak as often as Benjamin Bills—that's why we asked him to outline some of the simpler fundamentals of speaking in public in this article.

THE first underlying consideration in "Business Talking" is that of "Locking Arms Versus Locking Horns." That is to say, if you

or ten per cent, but the margin of income over the interest requirements on that bond issue was 315 per cent, so that after all, while rentals may reduce some in three to five

years and even may be reduced in isolated cases now, yet the margin of revenue above the interest requirements is so large that the safety of the bond issue cannot be threatened." At this stage of the bond sale, you have already turned the corner your way east although you started with the prospect his way west.

Another essential in "Business Talking" is that of starting an idea in your business listener's mind at the same stage of development which it took at its beginning in your own mind. The great vice in most business speakers and sellers is that they give the result to their listener first to which their mind has come last, although they, themselves, got to that result, namely, their proposition, only by a sequen-



are trying to induce a man to walk east but he would walk west, do not knock him down and drag him east, for this means he has one black eye and you finally two (figuratively and sometimes literally speaking). Rather lock arms and walk west with him one block, then turn the corner north or south and swing back east and before he is aware of it, he is walking your way although he thinks you are walking his way because you started his way.

For instance, if a prospective buyer of a real estate bond says rentals are going to go down, the answer in locking arms with this man would be, "Yes, you might be right. Indeed, there are one or two buildings in Chicago where rentals are said to have been reduced—in one case from \$165 to \$150 a suite

Upper Panel: Gesture of Revelation; used to unfold the broad general appeal submitted in behalf of your proposition. Lower Panel: Gesture of Enumeration; used to analyze the "How's and Why's" of your appeal. Left: Gesture of Indication; used to point out the confirmation in the matter of each "Why and How." Right: Gesture of Affirmation

tial series of steps in their thinking which we shall find to be five in number.

Why ask the business listener or buyer to accept an idea blunt end first and back end first when it started in the seller's mind sharp end and front end first?

Now, what is the front end of an idea? What is the way it readily and naturally starts in a man's mind? What started the idea of gravitation in Newton's mind? The dropping of an apple, it is said. What started the idea of energizing power of steam in Watts' mind? The rattling of a tea kettle, it is said.

The Law of Contrast

Did you ever notice how inexorable the law of man attraction is as practiced by the so-called gentler sex? Did you ever see a really striking girl choose another striking girl for her companion? Not if it were possible to find a scraggly-haired shiny-nosed girl within the confines of the city. Intuitively woman knows that white looks whiter against black. The same with the young adolescent boy. After his hair is greased down and his shoes shined and the latest tie choked tight he picks out a frouzy-headed, hair lipped, bow-legged, baggy-trouser pal—all with what purpose? To flash strong the idea of superiority and by a couple of contrasting illustrations.

Permit one more illustration of how in "Business Talking" the idea is most cordially started. Then we shall give the principle a name.

I once read an editorial on "Spend your vacation in the country." From the very first peremptory command of this editorial, "Spend your vacation in the country," to its last dogmatic assumption, I found myself challenging its every assumption.

As I flung the paper together, my eye fell on a double paneled cartoon. The top panel depicted a man clad in stuffy coat and high white collar, with stiffly starched cuffs to match and trousers that might have been white had one seen him sufficiently early in the morning. He was at the corner of State and Madison Streets, pocketed between a clanging street car, a screeching automobile, a racing truck and an irate policeman. He was trying to dodge north and south at one and the same time, while a hawking

newsboy dinned in his ears, "Uxtra, uxtra, end of world, here!" Perspiration was oozing through his collar, his cuffs had become as limp as his hair had become on-end. Heat waves were flaring down on him like the blasts of South Chicago furnaces with all drafts open.

In the lower panel one beheld a vacationer stretched full length on a broad, old-fashioned, feather-ticked hammock swung between two whispering elms, Khaki informals with collar turned in and sleeves rolled up, along with a pair of afternoon slippers and a briar pipe, completed his attire. On his right was an old-fashioned windlass well. Beside it rested a deep white pitcher, beaded on the outside with great drops of perspiration betraying the cold nectar draft within. Dew berries sparkled on an old Dutch plate in easy reach to his left. Breezes bore the spice of fresh evergreens mingled with the clover sweetness of ripening hay in a coquettish fluttering through and round in "hide-and-seek" chase.

Assertions Are Questioned

I called the cartoon to the attention of a neighbor on the train seat with me. Straightway we both began to consider rather cordially the "how's" and "why's" of a vacation in the country. Any possible hostility which would conjure up the "how-nots" and "why-nots" was led off the stage of our attention by the dramatization of the informal relaxation possible in a country vacation.

Thus, not by challengeable assertion, but by undeniable illustration, does the cartoonist open our minds so much more readily than does the editorial writer. And by the comparison of black against white, the skillful cartoonist makes the white become whiter and the black, blacker. Virtue reigns more exaltedly when its skirts are drawn free from evil. Success stands out more when contrasted with failure.

Why not this suggestive comparison of success and failure by word as well as by crayon? Illustrations cannot be questioned. Assertions will be. Illustrations will be listened to. Assertions will be broken into. Illustrations lead the mind to look and to listen, then to ponder, then to inquire and now and then to presume. Assertions would close it too arbitrarily.

In short, then, the first way to

start an idea is by two parallel illustrations, both practically the same in every detail, but one showing success and the other showing failure; the one of success having the speaker's proposition present, the one of failure having the speaker's proposition absent. Presumably the presence of the speaker's proposition would account for the situation of success. Parallel-comparison, in short, is the entering wedge when trying to break into a listener's mind most readily and most persuasively—the comparison never being 100 to 0 and the failure never being of self, audience or competitor,

Creates Negative Thoughts

And then to push on with the least resistance, let's note the second step in sequential business talking. At the bottom of the double-paneled cartoon of "Spend one's vacation in the country," to which we have referred, there blazed no command, but nestled only the suggestive question, "Comfort considered, where would you rather spend your vacation?" I would but modify the form to make it take a self-answering construction, namely: "Comfort considered, would you not prefer your vacation in the country?"

A command, "Go to the country," awakens negative reactions as to cost or inconveniences. But a suggestion with a reason for affirmative action in front of the suggestion, which reason has been lurking in flirtation fashion in the preceding parallel-comparison of the alternative courses, begets at the least an open-minded consideration and, mayhap, a cordial one. And note that the consideration started in the listener's or reader's mind is of the comfort of such a decision—not of its costs or inconveniences.

A paragraph employed with some success in a trust company's promotional work read: "Because of the relief from routine and responsibility which you can enjoy in our safe-keeping facilities, would you not like to use the letter of instructions enclosed?" Every business man is interested in relief from routine and in the delegation of responsibility where practicable. Such ideas, coming first to one's mind, pull favorably for the next idea of depositing securities in the bank. This last idea, if not so preceded, has no pull

(Continued on page 349)

The entire Oil Industry believes in signs

											
		<h2 style="text-align: center;">The Important One Per Cent!</h2> <p>NINETY-NINE PER CENT of your advertising appropriation should be expended in effecting distribution, magazine and newspaper advertising, out-door posters, etc.—all most deserving of the great expenditure.</p> <p><i>Don't forget the important one per cent</i></p> <p>— consider the stores where your products are on sale — you possibly do not know that about 1% of a <i>SINGLE</i> appropriation will place a permanent and brilliant-colored message on the windows of these stores — constantly turning passers-by into buying customers!</p> <p>For your product, whatever it is, you have this beacon-like use for</p> <h3 style="text-align: center;">“Good-Ad” Signs of DECALCOMANIE</h3> <p style="text-align: center;">That “Goes On Forever”</p> <p>— attractive advertisements that last for years, with no expense after the first moderate cost.</p> <p style="text-align: center;"><i>Send for actual Decalcomanie Samples to try — also for illustrated literature “S” and details of non obligating, free sketch offer.</i></p>									
											
											
											
											
											
											
											
											

PALM, FECHTELER & CO.

Decalcomanie Pioneers

67 Fifth Avenue, New York

Representatives in all Principal Cities



What Can We Do With Salesmen Who Are Muscle-Bound at Thirty-Five?

By David H. Colcord

Wholesale transfers in one national organization have been announced—much to the disgust of some of the older men in the field. The company has been almost ruthless in uprooting men from old established territories to send them to do sales-pioneering in undeveloped territories. Is this policy justified from the standpoint of the men? Will it build or destroy morale? Every sales executive must sooner or later face this problem and Mr. Colcord's discussion of the matter in this article may aid you in working out the best solution of it.

I'M going to fire him! A salesman who takes such an attitude is muscle-bound, anyhow. That's my policy when one of our salesmen reaches the age when he refuses to move into a new territory. We can't afford to let any barnacles collect on this organization," replied the sales manager of a Detroit automobile manufacturer.

We were discussing his New England district sales manager, who had left the Detroit general office the day before in an ugly frame of mind. It seems that this man had been moved from Detroit to Boston five years ago. Now they wanted to send him into the Pacific Northwest for a year. The salesman objected on the grounds that he was established in Boston—had bought a home, he and his wife had their circle of friends, children in school—and he didn't want to do the whole thing over again. He felt that at his age—thirty-seven, by the way—he was entitled to more consideration. He believed, as he expressed it, that he had graduated from the "grass-hopper course in salesmanship."

To "Fire" or Not to "Fire"

It's a nice problem—what to say to a veteran salesman who threatens to resign if you insist on uprooting and sending him into a new territory. You can't afford to lose him; and you can't send a younger man, as the job to be done requires experience and mature judgment.

Furthermore, isn't there a great deal of truth in the automobile executive's observation, that a salesman who refuses to move is becoming muscle-bound in other ways—that this is an indication he is passing his period of greatest usefulness?

Waiving any consideration of the

salesman's equity in the case, is it then good business to let him go when he refuses to make the change?

The vice-president of a Chicago food products concern insists that it is not. He states that the salesman's reluctance to be torn up by the roots and transplanted, in a great many instances, is a positive indication of a development of a stability of character more valuable to any company than mere enthusiasm and resilience of mind.

The Dangerous Age

"This problem has come up a hundred times during the thirty years I have directed salesmen," he went on to say, "and every time it does I have always felt that the responsibility was mine and not the salesman's. He's at the dangerous age, and it's up to me to point out to him the personal sacrifices which every man must make who desires a bigger success and a broader sphere of usefulness. If I can get him to see the desirability of hanging on to his present ideals, and at the same time point out how it will strengthen him to get them shaken up periodically, I am getting that man ready for one of our more responsible executive positions. Five years ago I had this job to do with our present New York manager. I got him to make a necessary change, and when he did I noticed that he took hold of the new job with all of the enthusiasm of the cub, plus an invaluable background of experience and good judgment."

There is no doubt but there is merit in the salesman's side of the case and this article is written in his defense. When a man has become a part of a community, has bought a home, has his friends, has his children established in school, etc., it

isn't unnatural that these elements in his life should contribute to a certain inertia which he is liable to develop. Just because a salesman has outgrown the desire to go "trooping" from one Portland to the other, is not evidence that he has lost his punch as a salesman. But at the same time, those very elements, desirable as they are, when allowed to congeal, have stopped more promising men just this side of success, than anything else that could happen to them.

If the want advertisements which call for a man "under thirty-five" are any criterion, the dangerous age for all of us—the age when Old Man Inertia begins to take hold—is about thirty-five. A few salesmen fight it off, and go on up—others succumb, slow down and accept inevitable mediocrity.

What are the indications of the approach of the Age of Inertia? For convenience I will list several outstanding danger signals, gleaned from interviews with executives who have successfully passed the age, who rode rough shod over their inclination to "quit if they had to make a change."

The first man I want to tell you about is a wealthy lumber dealer in a city in western New York.

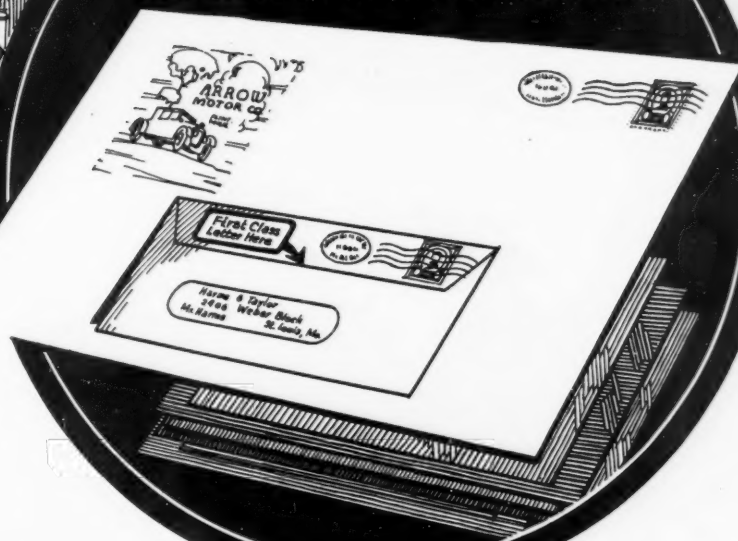
The Man Who Came Back

At forty-five this man was working by the day as a painter and a paperhanger in a small village in northern Pennsylvania. As he tells the story himself, pressure of circumstances had kept his head below water for twenty years. He couldn't afford to take a chance at anything, and it was only by what he now considers unusual grit that he broke away as a helper and started out for himself in the painting business. At

(Continued on page 353)



DUPLEX Envelopes
are Patented and Trademarked



**“Well, fine!
Here’s their
Letter and Catalog
RIGHT TOGETHER”**

—that’s what busy executives will say when they receive your selling literature and first class letter, both together, in the same package—in

DU-PLEX 2-in-1 ENVELOPES

We shall be happy to discuss the particular or special requirements of sales and business managers; and if addressed on your business stationery, will immediately forward our new and comprehensive guide on direct mail selling, new postal regulations, paper stock sizes, cuts and printing.

—and we can show you too, some short cuts in mailing your third and fourth class catalogs, samples, etc., together with your first class letters at an attractive saving and appreciable sales increases from your catalog mailings.

DU-PLEX ENVELOPE CORPORATION
350 South Sixth Street QUINCY, ILLINOIS

*Sales Offices in all Principal
Metropolitan Centers*

PATENTED
U. S. A. May 20, 1919—Oct. 8, 1923
CANADA Sept. 30, 1919

Du-Plex
ENVELOPES
2 IN 1 MAILING SYSTEMS



Magnified section of material showing the strong, closely woven fabric base and water-proof "leather-like" coating. They explain its durability.



How the AVERY salesmen were sold

Believing that a favorable first impression would help sell salesmen as well as clients, Avery Company executives put their 1924 proposition for their salesmen in Molloy Made covers. How well the covers played their part is shown by this letter:

"First, I want to say that I am very highly pleased with the character of work done on this cover and when we showed these new books at our Sales

Conference, they simply knocked the pins out from under our Salesmen. They all claim that they never saw anything put up in quite such nice shape. Naturally, we were pleased with their expressions and we believe the book is going to help us very greatly in putting over our 1924 proposition."

Tell us about your sales publications and let us show how Molloy Made covers will help put them over. You will not be obligated in any way.

THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS
Chicago Offices, 2857 North Western Avenue . Eastern Sales Office, 874 Broadway, New York
Carlton Publicity Ltd., London, England

MOLLOY MADE

Commercial Covers  for Every Purpose

Why Springfield Merchants Buy From One House Year After Year

Corn Belt Merchants Tell Dartnell Investigator Why They Push Some Lines and Merely "Handle" Others

By M. A. Holliday

"**A** FORTY-CENT sale brought that young fellow—well, I'd say \$40,000 worth of business in the next five years, and I've bought from the house ever since."

I propped an elbow on the edge of a glass counter case full of Community silver, and reflected for a minute on the tremendous influence trifles may exert on the year's balance sheets.

I was in Springfield, Illinois, for a day or two—down there in the belt where the corn is seven feet high and where there's a whole circle of coal mines around the city. I was rambling about town asking some of the leading retailers why they bought year after year from the same houses.

Much to Be Proud of

Springfield is a good average town, about 65,000 population, state capital, and characteristically a little conservative. It's proud of its state fair, Illinois watches, the Sangamon Meter Works, its newly paved streets, its municipal public utilities, and its wealth of tradition about Lincoln. It has a pretty lively Chamber of Commerce, several good business men's organizations, and most of the approved appurtenances of Main Street. There isn't one really large, thoroughly up-to-date department store in the town; practically all the stores are of one size. For instance, there isn't a store that could match Linn & Scruggs of Decatur, Illinois, only forty miles away, and only half as big as Springfield. But there are thousands of towns like it in the United States, and they are towns the sales manager cannot afford to overlook.

I was talking to a retail jeweler, a man who has been in the business about thirty years. Businesses are like that in Springfield; they are part of the family tree, and a big proportion of them are owned either by

father and son, or by brothers, and they've been established for a good long time.

I urged this merchant to tell the story of the forty-cent sale that brought such respectable sheaves of orders to that wholesaler's mail box.

"I had never seen the salesman before," he told me. "But he was a pleasant chap, and he seemed to believe thoroughly in the house he was representing. Just at the time he called on me I was stocked up, but one of my customers wanted a little article—I've forgotten what it was—that I didn't have and hadn't been able to get, and I told him that was the only thing I needed. He said he didn't have it, but that just for accommodation he would try to find it for me.

"A week later the article I wanted came in by mail—and the bill was forty cents. But somehow that just sold me on that young fellow and his house, and in the next five years I bought—well, I don't think \$40,000 would cover it. And I've been buying from them ever since."

Making a Graceful Exit

Along this same line, four separate dealers mentioned that the houses that were getting their business were the ones that had salesmen who could take a small order or a flat "no" just as graciously as a big order.

A dry goods man mentioned a man who had traveled for William Skinner & Son. "That salesman was always so pleasant whether we bought anything or not, that when we did need goods in his line we bought from him whenever it was at all possible," he said.

The dry goods line is one in which the specialty houses are taking a large volume of business nowadays that used to go to the old line jobbers. Two merchants said they preferred to buy one line throughout whenever possible, rather than to

buy one article from several different houses.

I mentioned this to the owner of one of the liveliest small businesses in the town, and from the consistent zing of the cash register during the little time I was there, I judged he turned over considerable stock in a year's time.

"There's the handkerchief line, for instance," he said. "An ordinary wholesaler cannot possibly handle a line as complete as the Belfast Linen Handkerchief Company; they show five or six thousand samples, and I can buy practically my entire stock at one time. This saves time and trouble for me—I don't have to look at all the samples shown by a dozen different houses just to find what is suited to my trade. That's the reason they get my business.

Prefer Advertised Brands

"Another specialty house I buy from consistently is the Faribault Woolen Mills, of Faribault, Minnesota. What sold me on them was that they not only specialize in one style of plaid all-wool blankets, but that their blankets almost always run a little over-size and overweight, rather than vice versa, as you find it with so many wholesalers."

The fact that he knew part of the story of the manufacture of Wayne Knit hose had apparently impressed one dealer to a considerable extent. When I queried him about this line, the first thing he said was, "Why, they're doubly inspected for one thing. And the inspectors are paid extra for every flaw they find in a pair of hose."

I sat down on a box out in the warehouse, while he opened a case of this very hosiery, and he told me more about the manufacturing process of that product than I had ever imagined any dealer could know about a single item in his stock.

"We buy Wayne Knit even



The sort of stores your salesmen visit in Springfield, Illinois

though we can't always be sure of deliveries," he finished. "If we could get all we wanted, we wouldn't carry any other hosiery at all."

When a line has gained such a tenacious hold, there has evidently been some excellent salesmanship behind it all.

The influence of national advertising was demonstrated in a discussion I had with B. A. Lange, who has been in the men's furnishing business in Springfield for almost half a century.

Well Advertised—Half Sold

"We buy the lines that are the easiest to sell," Mr. Lange stated. "Naturally nationally advertised lines are the ones we want; we not only want them, we have to carry them. People don't usually come in and ask for goods by brand, but when we show them socks and say 'Interwoven,' the socks are more than half sold right then."

"In the clothing line we find that Hart, Schaffner & Marx are the only people who place behind their goods a flat guarantee of satisfaction to the customer. We had one case where a customer was displeased with a suit, but we didn't think he was justified in his claim. In spite of our statement that we thought the suit had given good service, Hart, Schaffner & Marx made good the claim direct to the customer."

I suggested that nationally advertised lines almost dominated his stock—Wilson, Hart, Schaffner & Marx, Interwoven, Arrow, and so on. "Yes, they sell with the least

resistance," he told me. "You might be interested to know that we find that Dobbs hats have more style than almost any other line we can buy. Yet when we show one, first thing you know the customer is asking 'Haven't you got a Stetson?'"

Along with national advertising we discussed dealer helps and window trims. Every dealer questioned said he would welcome cooperation from the manufacturer in any way possible to help speed up his turnover. Yet practically no constructive help of this kind had been offered anywhere. Whether or not sales managers consider that cooperative efforts would be wasted on stores of the kind found on the Springfield public square is an open question, but here are a whole group of live merchants who say they would be glad to try out any sales promotional suggestions manufacturers have to offer that will help increase turnover or build business for dull months.

Why Dealers "Push" Some Brands

Where some cooperation—even a small measure—has been shown, these lines are usually favorites with the dealer. Fred Schlitt, who probably does more hardware business in his store on Adams Street than any other merchant in town, spoke particularly of Mirro Aluminum Ware and Wiss Shears. He's sold on the Mirro line because of the cooperation he receives in good window trims and advertising helps, and on special prices he gets on quantities of merchandise for sale purposes.

"We handle both the Universal

and Hot Point lines of household supplies, too," he said. "We handle Hot Point, but we push Universal. There is a complete confidence between us and the Universal people—they take our word absolutely. If we sell a Universal percolator that isn't right, we make it good with the absolute certainty that they will, in turn, make it good to us. We've bought from that house for over thirty years."

He mentioned also that there was another house right here in the middle west from which he could buy good, reliable merchandise, but that he had quit buying there because of difficulty with adjustments. The adjustment department did not stand behind the arrangements made by the salesman at the time the order was placed. Furthermore, this house shipped one order in three different lots, and the average merchant doesn't like to be bothered with broken shipments.

A Delicate Subject!

I soon found that almost all the merchants were touchy on credit and adjustment matters, and that no amount of confidence in the salesman could counterbalance one imprudent letter from the house.

One dry goods merchant who had bought the Kayser line of gloves and hosiery and underwear closed his account with the house because the auditing department sent him a bill for nineteen cents interest on a balance that had been overlooked for several days.

"That was too much for me," this dealer declared. "Here I had bought literally thousands and thousands of dollars worth of goods from those people in the thirty years I've been in business, and then along comes a bill for nineteen cents!"

"And to borrow Omar," I suggested, "not all the salesman's tears could wash out a word of it?"

He shook his head resolutely. "That finished our business with them!"

The point for a sales executive to take to heart is that this trifling incident utterly destroyed the work of his salesman. In all probability this bill was sent out by some young assistant in the auditing department who had been instructed to collect interest on all overdue bills; somebody just forgot that dealers are

(Continued on page 358)

27 Crippled Children Start a Wonderful Business

ON November 1, 1898, Dr. H. S. Krug, Dr. L. C. McLain and Wm. Klein loaded twenty-seven crippled children on a Pennsylvania railroad coach. The Court permitted the removal of these patients from an Indianapolis sanitarium so their treatment could be completed.

They were taken to St. Louis and the L. C. McLain Orthopedic Sanitarium founded. Today, a quarter of a century later, this institution has grown to possibly the largest of its kind in the world. Instead of 27 patients, there are now over 500 from every state in the Union, Mexico, Canada and South America.

There are three reasons for this conspicuous success: 1st, Drs. Krug, McLain and Mr. Klein knew how to correct deformities in children and young adults. 2nd, They were honest and sincere. Did not take cases they could not help. 3rd, They advertised. Perhaps this was unethical from a medical standpoint but—McLain Sanitarium advertising brought messages of hope and health to silent suffering children, brought strength and activity to shrunken limbs and twisted feet, brought glorious life and happiness to thousands of kiddies that couldn't even walk.

At the start the Doctors put every dollar they could scrape into spreading this message. The second year the business turned the corner, their fees totaling over \$40,000.00.

But at the end of 8 more years they had increased only 15-1/3%.

Then we were privileged to advise with them. They had been getting out thousands of haphazard letters, circulars, etc., to a wide variety of mailing lists. We concentrated everything in a single standardized mailing feature—a house organ, "Sanitarium News." And for 15 consecutive years it has been issued regularly every other month to 25,000 to 40,000 names.

The first year the business increased 36+% (two and one-third times as much as the previous 8 years.)

Then we began placing advertising in the leading periodicals of the country—Cosmopolitan, Collier's, Butterick, Pictorial Review, Woman's Home Companion, etc. We put the "copy" on the highest possible plane. We increased the replies, decreased the cost per reply and increased the volume of

business received per publication.

The business has gone steadily forward, increasing year by year like this—7%—24%—7%—9%—11%—20%—8%—20% over each previous year. 1923 bids fair to equal their previous peak year of 1920.

This is an unusual business—a different business with a splendid advertising result. We found the germ of big success in their possibilities and we applied the principles of plain common sense—the irresistible power of advertising did the rest.

We are very proud of our connection with this institution and the splendid work it is doing for suffering little children.



CHAPPELOW ADVERTISING CO.

1709 WASHINGTON AVE.

ST. LOUIS

527 DIXIE TERMINAL BUILDING - - CINCINNATI

Member American Association of Advertising Agencies

We offer you an experienced service that has been gained in serving the leaders of American industry.

Automobiles

Chandler
Jordan
Packard
Peerless
Winton
Graham Brothers Trucks

Automobile Accessories

Westinghouse Batteries
Firestone Rims
Firestone Tires
Miller Tires
Pennsylvania Tires
Oldfield Tires
T-N-T Piston Rings
Westinghouse Air-springs

Electrical Appliances

National Mazda Lamps
Duplexalite Fixtures
Stromberg-Carlson
Westinghouse Electric

Building and Construction

Marion Steam Shovels
Consolidated-Expanded
Metal Co.
Pittsburg Water Heaters

Office and Store Equipment

Art Metal Steel Furniture
Autocall
Toledo Metal Furniture
Todd Protectograph
Wales Adding Machines

Machinery and Industrial Equipment

Brown Hoist
Cletrac Industrial Tractors
The Lanston Monotype Co.
McKinney Trucks
The Parkersburg Rig &
Reel Co.
Timken Roller Bearings

Farm Equipment

The Delco Light Co.
Goulds Pumps

Paints, Oils and Chemicals

Ripolin
G. F. Technical Paints
The Glidden Co.
Pittsburgh Plate Glass

Hardware, Tools, Etc.

Herbrand Tools
Cleveland Twist Drills
McKinney Hardware
Osborn Brushes

Household Fixtures and Furnishings

Griswold Cooking Utensils
Macbeth Glass Ware
The Michigan Stove Co.
New Process Stoves
The Plate Glass Mf'rs
Reliable Stoves
Reznor Gas Heaters

PROMOTING
SALES

*You might
find the answer
Here*

"PROMOTING SALES" deals with the marketing of goods—deals with it in a practical, easy-to-read way.

Many others have found that this book contained suggestions of value to them. In it you may find the answer to the question about your own methods that is bothering you most.

A request for it, on your business letterhead will bring your copy. As the supply is limited, we suggest that you send for "PROMOTING SALES" today.

The Corday & Gross Co.

**EFFECTIVE DIRECT ADVERTISING
C L E V E L A N D**

New York Office in Fifth Avenue Building

Some Deciding Factors that Influence Direct Action From Sales Letters

(From "Industrial Publishing")

By Horace M. Swetland

President, United Publishers' Corporation, New York

THE mechanical production of letters, involving their general appearance, is as important as the personal appearance of a salesman. Perhaps the most striking feature of correct form is consistency. If the accepted style is indented, indentions should be properly made; if it is block, there should be no indentions; if it is a combination of the two general styles, say block headings with indented paragraphs, study the variations carefully and standardize them. One style is undoubtedly preferable.

In writing the address, it is bad form to omit the addressee's full and proper title. His name should be correctly spelled out and written, according to his preference, which is found in his signature. Rules for punctuation, spelling, capitalization, etc., vary. The best usage is that which attracts the least attention. Any good handbook on English will be helpful in setting up a standard of practice in these details.

Details That Reflect Character

The number of a house, following the name of the person addressed, should be written in Arabic figures and not preceded by a sign. Street numbers less than one hundred should be spelled out and words, street and avenue, clearly written.

The salutation of a business letter is followed by a colon. The complimentary close should not be an encroachment upon the forms usually employed in informal correspondence. The convention is to sign, "Very truly yours" until there is some reason for signing, "Sincerely yours." It is marked bad taste to sign "Cordially yours" when the reader is a stranger and the letter's purpose business.

1. Accuracy is fundamental.
2. Clearness is indispensable.
3. Conciseness economizes both the time of the writer and the effort of the reader.

4. Courtesy is consideration of other people.

5. Character is a fine, consistent simplicity combined with a sincerity of purpose.

Accuracy—A letter which is not correct in every detail does not carry full force. Accuracy applies to the information conveyed as well as to the grammatical form, the spelling and punctuation. Information should be carefully checked to insure its authenticity.

Say It and Stop!

Clearness—The clearness of a letter should make it unnecessary for the reader to have to search for the meaning. Its purport should be on the surface and expressed by carefully chosen words. Clearness is best secured through the use of conversational language, the avoidance of ambiguous statements—statements susceptible of two or more interpretations—and the observance of unity.

Conciseness—Conciseness cannot be reckoned in terms of lines or pages. It means completeness of the message, together with as great brevity as is consistent with clearness and accuracy. It is not obtained through the omission of pronouns or other words necessary for grammatical completeness.

The person who writes: "Received yours of Jan. 2 and in reply must state—" is not concise or businesslike. He is simply loose and ungrammatical. The writer should always remember that the words he omits must be supplied by the mind of the reader.

Conciseness means the avoiding of the use of two or three big words when one little one will give the idea. It means cutting out unnecessary adjectives, stereotyped phrases, rhetorical verbiage, and giving the thought in words and sentences as clear-cut and meaningful as it is possible for the language to supply.

Repetitions, circumlocution, tautology—these are the enemies of conciseness.

Courtesy—The real secret of courtesy is sincerity. It is a matter of thought and feeling that lies behind expression. Courtesy is never evident in a letter unless the writer actually feels the thoughts he is trying to express. The appreciation of another's point of view, the consideration of his interest, and the attitude of absolute fairness makes up the element of courtesy in letter writing. The avoidance of sarcasm is also a method of securing courtesy.

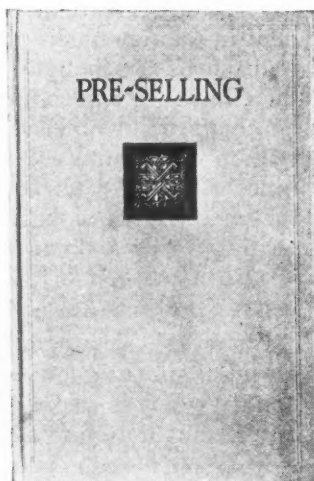
Character—Character is the fifth essential in a good letter. This quality is not so easily defined as the others, but it is just as readily perceived. It includes all that we understand by personality, individuality and style. It is almost always to be found in the letters of executives and it is to be hoped for in all letters.

Strive for Simplicity

As a matter of fact, character in letter writing expresses the perfect coordination of all of the other principles combined with the individual good taste of the writer. It is the subtle expression of great resourcefulness and the mastery of language. Simplicity and sincerity are its greatest implements.

Effects of Character in Letter Writing—Character is often the deciding factor in getting action. Letters may be perfectly clear in meaning, correct in expression, and concise in wording—yet they may fail to move the reader. It is courtesy and character which build good-will and induce the reader to do what the writer requests. Courtesy and character are the qualities that lift the letter above the level of the commonplace and win for it the attention and consideration desirable. A letter's effectiveness lies in securing a favorable response.

a·d·a Means Business



"Pre-Selling" discusses Caxton A. D. A. and tells something of how it was employed in big sales campaigns in 1923. A copy free to sales, sales promotion and advertising managers of manufacturing concerns with national distribution. To others the cost is one dollar a copy.

*I*T pre-sells the consumer and guides him to a specific retailer—that's why A. D. A. means business. It closes that vital sales gap which has derailed so many promising advertising campaigns launched by the manufacturer.

Caxton A. D. A. (Applied Direct Advertising) means better business. Here's just a bit of evidence:

In a great industry where there are more than 150 competing companies, two have just broken all weekly sales records for this year—in an "off" season, too. One of these companies is a Caxton A. D. A. client.

Caxton A. D. A. gives the manufacturer complete control of the vital elements of sales promotion between the factory and consumer. It enables him to more effectively pre-sell his goods at the point of retail distribution. It's new, it's different and can be applied to any product that sells through retail channels.

Let us show you how Caxton A. D. A. will fit into your 1924 sales plans with greater profits for you and your retail organization.



THE CAXTON COMPANY

Applied Direct Advertising

CLEVELAND, OHIO

How We Made Our Business Worth Advertising

A \$2,600 Advertising Appropriation Started a Business that Gained International Distribution in Less than Ten Years

By Northam Warren

President, The Northam Warren Corporation, New York

A MAN said to me the other day, "You're pretty lucky to be in a business where you can do so much advertising. I wish I could advertise my business."

"Well, why don't you?" I asked.

"Can't afford to," he said, "because I haven't got the kind of a proposition that could be advertised. And if I did have an advertiseable proposition, where would I get the money to spend for advertising? It takes thousands—yes, hundreds of thousands—of dollars to advertise nowadays, and I'd be lucky if I could get together a few hundred."

I told him that when I started I did not have anything to spend for advertising—not a dollar. Then he said my margin of profit was so great it soon provided me with the necessary funds for an advertising campaign. His margin of profit, he said, was very small; and if he were to begin advertising he would have to raise his selling prices at once in order to provide the money, and even then it wouldn't provide enough to last more than a minute.

Starting from Scratch

I said: "Eleven years ago there was no such thing as the Northam Warren Corporation. Cutex products existed for the most part in my mind, if they could be said to exist at all. The business which you see today grew to be what it is from a very small beginning, compared with which your business in those days was a gigantic enterprise. Had I come to you in 1912 and asked how you had built up your business, you might have said 'by not spending any money in advertising.' On the other hand, if I had asked advice from some other successful man he might have told me 'by spending large sums of money in advertising.' To have followed

either course at that time would probably have killed my chances of success.

"I advertise now and spend large sums of money for advertising of many kinds, but in the beginning I did not advertise because I could not afford to. I had to find out whether I could. When I began it was in a very small way. You

Where to Get Money to Advertise

"In 1915 our total advertising expenditure was \$7,000—five years later it had grown to half a million dollars a year," writes Mr. Warren. Under these circumstances the advertising had to pay for itself as it went along. If you are facing the same problem—or if you must sell a board of directors the advertising idea—read this article and pass it along to other members of your organization so they can see how one concern made advertising pay its own way.

say you would be lucky if you could get together a few hundred dollars for advertising. It was a long time before I could get together my first hundred."

The idea that so many people have about advertising is not easy to understand by those of us who have been through the mill. Yet it prevails among a large number of business men. They think of advertising in terms of total yearly expenditures. When they hear it said that a concern like the National Biscuit Company or The Victor Talking Machine Company spends three or four million dollars for advertising

in one year, they say "Good night, what a profit there must be in biscuits and talking machines!" Yet they do not customarily refer to their own sales expense—and advertising is a part of the sales expense—in terms of total dollars spent for the year. They speak of it in terms of percentage of net or gross sales. It is one thing to say that the Campbell Soup Company spent over a million dollars last year in advertising and it is quite another to say that the company spent three per cent of its sales. Spending three dollars to help make sales of one hundred dollars is not accounted profligacy in any department of business, whether one sells a five-cent article of general consumption, like chewing gum, or cantilever bridges to governments and municipalities.

Finding a New Product

Perhaps our experience in selling with the help of advertising may be of value to others. I will describe first how I came to get into the business of manufacturing Cutex specialties together with our beginnings in advertising; and second a recent experience in killing off an undesirable member of our family of products and replacing it with an improved article, where it was desirable to get distribution of the new product very quickly—almost overnight—and how we employed advertising to do the work economically and effectively without being obliged to take back large quantities of the old product.

I wanted to get into a manufacturing business of my own. Up to 1911 my experience had been gained working for others. While employed by Parke, Davis & Co., I completed a course in pharmacy at the pharmaceutical department of the Detroit College of Pharmacy.

When I began to consider going into a manufacturing business the

In Connecticut's Largest City

One newspaper has more than Double the circulation of any other New Haven newspaper.

The New Haven Register

Prints and sells every day more papers than the combined circulation of any two. Ninety-one per cent of its entire circulation is in, and close to, the city of New Haven (within ten miles of New Haven City Hall).

In the ten months' period of 1923, The Register carried 9,290,395 lines of advertising, a lead over the second paper of 3,437,395 lines.

The New Haven Register

Is Supreme in Its Field

**The JULIUS MATHEWS
SPECIAL AGENCY**

Chicago New York Boston Detroit

field that lay nearest to my capabilities was quite naturally that in which I had acquired most of my experience and special knowledge—perfumery, toilet goods and proprietary medicines.

I consulted with a business friend then connected with a large jobbing concern in New York on the subject of choosing a particular article to manufacture. His words were discouraging, but he was a man of wide experience and I took his advice to heart. Perhaps the reader would have made allowances which my lack of experience did not fit me to make. He said:

"Get up something new. There is no lack of soap, shaving accessories, tooth powders, creams, salves, lotions, face powders and toilet articles of all kinds and to spare. Do not imitate some product already on the market. If you want to do something really worth while, go out and invent something new."

A Sound Market Analysis

But in the difficulty of my friend's counsel lay its value, at least for me, and every time I tried to think of something new, and failed, I came closer to finding what I sought. Had I followed the so-called path of least resistance, I might have added another dental cream to the large number already on the market and missed the bigger opportunity that was waiting for someone to develop.

When I came round at length to the thought of a special preparation for the care of the finger-nails, the first difficulty encountered was that the professional manicurist used few materials in her work. She used implements—nail files, scissors, and the like—and a number of accessories in the way of a finger basin, soap and a powder or polish, but hardly anything that could be called a preparation especially devised for use in treating finger-nails.

Studying the process of manicuring at close range, I saw an opportunity for a preparation that would remove the surplus cuticle at the base of the finger-nail by chemical action. Cutting it away, as all manicurists did in those days, had the danger of causing infection from cutting too close. I called my preparation Cutex and concentrated my first efforts in perfecting the product, working closely with the professional manicurist and hairdresser

until I was certain I had something of practical value.

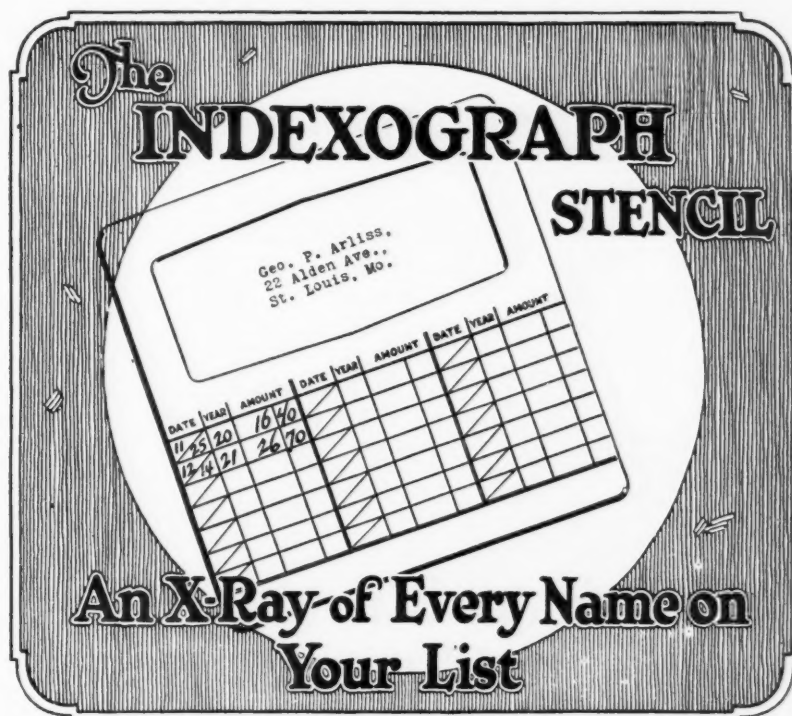
At this time I was nowhere near ready for advertising. I had not even a package. As soon as I felt sure the product was right, I turned my attention to getting up the package, which at first was a fifty-cent bottle without a carton. The carton came later.

The Big Market

Now, my idea was not merely to make something that would be used by professional manicurists—I wanted to do that but I also wanted to reach the great home market. The number of women—and men too—who patronized the professional manicurist was a negligible quantity compared with the millions who never did. What I tried to do was to stop thinking that I had invented a new product which in time I could get people who had use for such a thing to buy and use. Instead of that I tried to think of it as a new custom, a new habit, which people generally would be eager to adopt when they came to understand it—that the hands—the finger-nails—were as important from a health and personal-appearance point of view as the teeth, the skin, the eyes, the hair, or any other part of the body.

Let the reader reflect a moment upon the direct relation between the market of the professional manicurist and Cutex. That is a straight line. The sales possibilities are limited. There are thousands of businesses in that situation. Advertising could be used, true, but as a farmer might use a milking machine to milk one cow. On the other hand, bringing in a new habit not only multiplies the professional market, it creates potentialities everywhere around it. The straight line becomes a circle. A fifty-cent bottle of Cutex addressing itself to a market like that does not mean anything. Such a market demands a complete service—not a bottle of Cutex but a treatment—not advertising in the sense of "Cutex—50 cents—Buy It," but an educational program that teaches men, women and children to appreciate the desirability of having well kept finger-nails and shows them how to get them.

What I am trying to say is that I did not see where I could ever



The "Biggest" Little Thing in the world of Mechanical Addressing



The Indexograph
Motor-Driven Model

Nobody **invented** the Indexograph Stencil—it is the logical and enduring growth of modern business needs. Its value lies in several outstanding merits. Perhaps the greatest of these is that it **simplifies** system.

With it, and any of the various Belknap machines, with which it may be used, you "cut out" forever the clumsy, cumbersome, time-consuming and nerve-racking complications of separate card indexes. For the Indexograph is a card index and a perfect printing stencil combined. By its use all data relating to any name on your lists is kept exactly where it should be—actually on the stencil. Changes and addenda may be made easily and quickly while the stencils are in active use; while the keeping of lists strictly up-to-the-minute is greatly facilitated.

For—merit number two—the Indexograph Stencil requires no special machinery for its making, your stenographer can cut it right on the office typewriter. And—merit number three—names may be erased and the stencil used over and over again; as for impressions, even 500,000 fail to terminate its usefulness. Merit number four consists of the lightness and compactness of the stencil-record-card; easy to handle and may be stored in small space.

Merit number five is the Indexograph machine itself—the machine that you should know **all** about regardless of whether you are or are not using mechanical addressing equipment at present. A note or a phone to our nearest representative—or direct to the home office—brings you the whole story; an important one for every business executive.

RAPID ADDRESSING MACHINE CO.
BELKNAP SYSTEM

40-F WEST 23rd STREET, NEW YORK
OFFICES IN ALL PRINCIPAL CITIES

Member of the National Association of Office Appliance Manufacturers

Sales Managers

You get your work quicker and more accurately when records are filed in Automatic Equipment

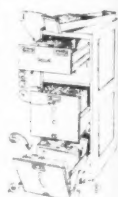
Almost Hands You What You Want



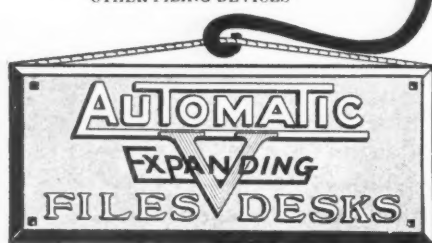
This File Opens

"Like-a-Book" for Convenience

The most radical improvement since files began. You don't have to pull out folders to find the papers you want. You don't have to crowd them back when you're through. The Automatic "V" Expanding File automatically opens "Like-a-Book." The drawer front tilts forward and the compressor automatically tilts backward as you open the drawer—always giving you a 9-inch "V" spread of contents. Pick out any paper at once—or even read it in the file. Close the drawer—your papers are automatically compressed for safe keeping. And, the expanding feature gives you twenty-five per cent more usable filing capacity! Less files to buy. They save in floor space too.



AUTO-UTILITY DESKS
HAVE AUTOMATIC FILES AND
OTHER FILING DEVICES



Free Trial Plan

You'll want more details of the exclusive features shown to the right—and our plan for proving the saving these files can make on your work. No trouble or obligation. Just write us. Ask for catalogs 23S (Desks), 24S (Files), 25S (Systems).

Automatic File & Index Co.

West Sixth St.

Green Bay, Wisconsin

Chicago, 29 S. LaSalle St.
New York City, 70 Duane
Los Angeles, 420 S. Spring

afford to advertise or sell my product on a national scale until I had something to sell, which bore some relation—in importance—to the size of the market. So that is the best answer I can make to the man who says he cannot afford to advertise.

How the Advertising Increased

My initial selling effort was made in New York, first to get Cutex on sale in the stores, to assist me in which task I used some newspaper advertising. After New York, I tried Chicago, using the newspapers there also. Throughout that first year, 1912, I probably spent altogether in the newspapers of both cities a total of \$2,600. That was my advertising beginning. The reader can judge that the business did not grow too rapidly in those days for by 1915, the year we incorporated, our advertising expenditure for the twelve months was only \$7,000. In 1920 it was \$500,000 and this year it will be even larger.

If I had confined my efforts to selling Cutex to the professional manicurist, I could have spent a life time doing that and not much else. But I went after the woman and the retailer and my success with them helped me to succeed with the manicurist. Now we are going after school children. Cutex products this year will be demonstrated by means of charts on the care of the nails and hands—Cutex being mentioned only incidentally—in thousands of schoolrooms all over this country. We are not yet advertising to men but there is a market there for us which we will probably go after before long. The market among women is quite extensive enough to engage our utmost efforts for this year and next.

The sales executive will probably wonder why I kept adding items to the line—where to begin with we had one item, Cutex Cuticle Remover, and today there are ten items and five assortments. There were two reasons. One, already hinted at, came from the necessity of having a sales appeal of an educational character. We wanted to train women in a new habit—not merely sell them a bottle of cuticle remover. The other reason was the practical one of building up our unit of sale with the retailer and getting volume without increasing our selling expense.

It should be constantly kept in mind that our business is a new thing, which fact has disadvantages as well as advantages. The cost of selling in the early days was a very serious problem, owing to the resistance of the retailer to stocking an unknown article that looked like an extremely slow seller.

At first we put up Cutex in small bottles to retail at twenty-five cents. We thought this low price would be an advantage from the dealer's point of view—that a small unit of sale would increase the number of purchases and multiply turnover. It did not work that way. Because Cutex was a new article at a small price in a new field it was a slow seller. Manicure preparations of all kinds, dealers told us, were exceedingly slow sellers and they did not believe we could educate the public and stimulate the demand for Cutex.

Blazing New Trails

How to get volume was our greatest problem in the beginning. We were told to increase our price but we did not do this until the war sent up the cost of raw materials, at which time we raised to thirty-five cents. We decided to increase our line instead, by adding other manicure specialties. They were added as fast as we could find them, trying first one and then another and gradually building a line until today we have about a dozen items. The result of this was an increase in the unit of sale to the consumer. Sales became more frequent and an average sale today is often many times larger than the original price of Cutex. In addition to the separate items, like Cutex, Nail White, Liquid Polish, Cake Polish, Stick Polish, Cuticle Comfort, and so forth, we got up a number of sets or collections. These are a compact set at sixty cents; a five-minute set at \$1.00; a traveling set at \$1.50; a boudoir set at \$3.00; and a de luxe set at \$5.00. Thus we found the way to volume and were able to increase the average sale without materially increasing the cost of selling.

Our pioneer sales work, outside of my own personal efforts, had to be performed by commission men and brokers. Today we have our own salaried sales force, covering eighteen territories in the United States. Cutex products are sold in every

(Continued on page 362)



Je ne connais que les vieilles chaises

Knowing One Thing

A CERTAIN ANTIQUARIAN on the Rue Madame in Paris, well known to collectors of old furniture, was once asked for an opinion on a snuff-box offered by another dealer.

"I have been in business since my youth," he replied gravely. "I only know old chairs."

Personally, I'm entirely in sympathy with that chap. He might have stored up a superficial knowledge of many subjects, but he chose to put his whole lifetime into one thing. He knew that one thing so well that he could afford to stand pat.

That is why I don't feel the least bit apologetic when I say "I've been in business since I was knee-high to a paint brush. I only know mural advertising."

And I believe the average head of any big concern, whether he makes shoes or ships or sealing wax, stands just where I do. He knows one thing especially well—how to make shoes that wear, or ships that get somewhere, or sealing wax that sticks where it's put.

On that basis he and I can do business regardless of whether either of us can answer an

Edison questionnaire or pass an examination for the police force.

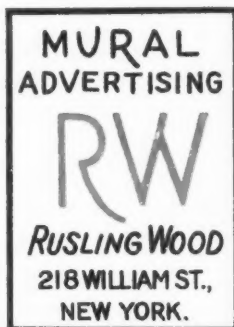
Because I KNOW (set that in big type if you please, mister!) how to get his goods before the public.

Window displays, cutouts and posters are the mediums I work with. I've spent all my life, so far, studying requirements of each of these. I'm not through yet, but I have discovered that there are three essential points:

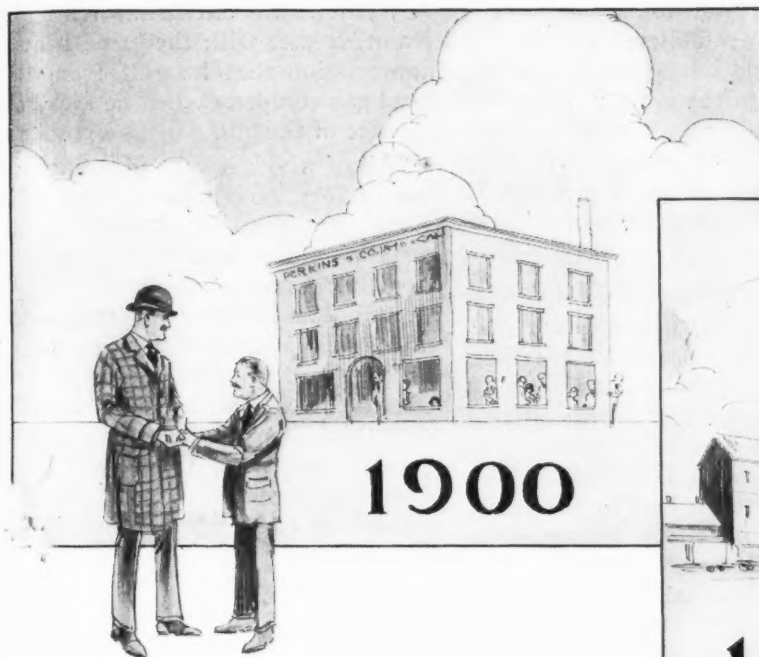
1. *An idea worth advertising.*
2. *An artist who can put that idea into a picture pleasingly and convincingly.*
3. *A lithographer who can reproduce the picture exactly as the artist drew it, in whatever size may be required, from a small window card to a twenty-four sheet poster.*

You'll notice that quality—"better-than-ordinary" work—is an important factor in each of these three points. Mediocrity isn't any more attractive in a window or on a poster than anywhere else.

I've used this prescription successfully in my own work and for a lot of bigger fellows. Suppose we get together and let me demonstrate how it can help you and your goods.



RUSLING WOOD, INC



"When they started in business a new customer was an event—for everybody in the office. Twenty years later the same customer was merely Account No. XYZ 5768945"



The Receiver Comments On

When the House Outgrows Its Customers

By John P. Wilder

"YOU can take this home and play it on your typewriter," said the receiver, "that, barring public calamities, such as financial panics and what the lawyers refer to as acts of God, the real causes of failure are to be found in somebody's mind. And you can apply all the external remedies you please, but until you get back to the brain-twist that made the trouble in the first place, you won't work a permanent cure. Any amount of reorganization won't offset crooked thinking at the head of it. Tinkering with the works won't cure the effects of a loose main-spring, and never did.

"I've put through a sizable number of reorganizations in my time, and I have never known it to fail yet that the same causes produced the same effects in the new organization that they did in the old if I wasn't able to locate the real source of the trouble. Sometimes it is one thing; sometimes another; but barring panics and earthquakes and conflagrations—as I said before—it is somebody's mind that causes the

mischievous. Fix that, and you'll settle the matter. Leave it lie, and it will produce the same results all over again, like a rotten apple in the bottom of a new barrel.

"As a matter of fact, I have known of concerns which went on the rocks simply because the credit manager had chronic indigestion, and revenged himself on society in general by writing nasty letters to customers. I have known of other concerns which went broke because somebody's wife had social ambitions, necessitating the purchase of diamond tiaras and a country estate 'next door to the Blimpuses.' Still others fondly imagine they have the world by the tail, and tell customers they can 'take it or leave it' so often that customers believe them. There are those who think that a reputation built on quality will go right on working, after the goods have been cheapened, to enable them to make more money. There are those who will promise anything for the sake of landing an order, and trust to some clever alibi to excuse their lack of good faith. We all know con-

cerns which have one set of ideals for public consumption, and a totally different outfit for practical application. You can expand the list to your heart's content, but in the end you will always trace the thing back to the place where the real failure happened—in somebody's mind.

"One of the worst things that can happen to a company, or an individual either, for that matter, is to acquire the notion that it has become a 'vested interest,' endowed with a divine right to the position it has succeeded in obtaining, and holding a commission from high heaven to administer the affairs of its special province. This particular illusion is not nearly so uncommon as you perhaps think. A lot of these birds who are rolling up the avenue in their limousines, shut off from mankind by a barrier of plate glass and upholstery and fur coat-collars, have got it and got it bad. A lot of salesmen who call customers Bill or Dick, rush through the day's work in time for the ball game, and talk about 'my trade' between innings, have got it. A lot of swivel-chair oper-

Use This Free

—No obligation!

One of our clients wanted to tell his salesmen briefly how his publication advertising and direct mail work increased earnings. Here is the story boiled down to three paragraphs:

"D..... advertising causes your prospective customers to know D..... superiorities, to accept your statements enumerating those qualities, and to remember your arguments.

"Our publication advertising is thus a constantly recurring reminder of D..... name and D..... fame, during the time between your calls. Our letters, folders, circulars, catalogs, etc., help put our story over—and are thus the ideal tie-up between the publication advertising and your activities.

"Your effort can thus be put into closing the actual orders, for our advertising has done much of the preliminary, time-taking educational work. Thus, you make more money, because you can sign up more orders in less time."

When this general statement is followed by specific examples, as it easily can be, it gets home. If you'd like experienced help, here's our address:

IRVIN F. PASCHALL
INCORPORATED
Advertising Counsel
McCORMICK BUILDING
CHICAGO

ators and push-button satraps in the home office are afflicted with it. It runs through whole organizations, clear down to the newest office boy and the flunkey at the front door. The whole outfit marches in step with 'as it was in the beginning, is now and ever shall be, world without end, Amen.'

Forgotten Products of Yesterday

"Sometimes there is a spectacular and resounding crash as a result. Sometimes somebody wakes up to the fact that the only secure title to leadership is based on public service, and is powerful enough to take the vested interest idea by the scruff of the neck and boot it into insensibility. That is about what happened to the Standard Oil Company, after the exposures and the government's dissolution suit under the anti-trust law. Much more frequently, however, the concern merely oozes away into a subordinate position in its field without attracting public attention. Go through the advertising pages of any popular magazine issued fifteen or twenty years ago, and note how many full pages are devoted to products which today are practically forgotten. In many instances they represented the grand panjandrums of their day and generation, and nursed the idea that the earth and the fullness thereof was theirs in fee simple. Many of them are still in existence today, but instead of warming a throne they are cherishing a grouch on the universe.

"You can set it down that when a man gets the idea that 'the business belongs to me' he begins to grease the skids for a nice little joy ride. And that holds, whether he happens to be the boss of the whole works or the driver of a delivery truck. His whole mental attitude reverses itself, and faces in instead of out. Questions of policy are settled on the basis of what will suit our convenience or contribute to our profit, instead of what will best meet the legitimate requirements of the market. He becomes intolerant of any difference of opinion, and assumes an attitude of arrogance when dealing with subordinates, or those from whom he buys material or service. Customers in the mass are addressed with a great outward show of liberality, and customers as individuals are dropped into the hopper of a vast, inexorable, cast-iron system. The rash soul who comes

forward with a criticism, or a complaint, is met with the same hearty appreciation that he gets from the local gas company when he kicks on the size of the bill.

"All of which is very pleasant and satisfactory, no doubt—so long as it lasts. But the end of it is just as certain as the fact that men and women do not relish shabby treatment. The dweller in the inner shrine of tapestry and mahogany, which satellites and minor potentates approach with bated breath, may think it a matter of no consequence that here, there and elsewhere he is getting himself and his house disliked. Of what importance are the feelings of a few contemptible retailers, as compared with the might, majesty, dominion and power of this pre-eminent institution? If they don't like the way we do business, they can lump it. They can't get along without us anyway, and they know it!

The Day of Reckoning

"Sometimes one can get away with that sort of doctrine for a long time. And the longer he does get away with it, the heavier becomes the reckoning when it finally arrives. For the more a man indulges in this form of self-deception, the more impossible it becomes to get back on a sound and healthy mental basis. The more he feeds his vanity by contemplating his own greatness, the less is he able to perceive clearly what is going on outside himself. His perspective becomes distorted; he no longer sees things straight, and his judgment is no longer dependable because it is based on this false sense of proportion. And for the same reason, nobody can set him right, because nobody can tell him anything. He remains totally unconscious of the fact that his vision is distorted, and of course he is impatient with the man who does not see exactly what he sees. So in nine cases out of ten he goes straight on with the fatuous process of undermining the good-will of his own business in the serene belief that he is maintaining a sound business policy.

"Now, it generally happens that some competitor or competitors are just wise enough to take advantage of the situation, and begin to prosper a little more than suits the convenience of the divinely appointed overlord of the industry. Here and

The New York Times

and Its Readers

From the Springfield (Mass.) Union

The Springfield Union extends its congratulations to The New York Times, which Sunday, October 7, printed the largest edition in its history, if not the largest regular edition ever published by any newspaper anywhere. It consisted of twelve sections, comprising a total of 192 pages, of which all but 24 were full-size. The presses turned out 565,000 copies, and the total weight of the paper consumed was 877 tons. The Times modestly records the fact that this monster edition, although it did not use that properly descriptive word, carried 862 columns of advertising. Never before has any regular edition of a New York newspaper printed so large a volume of what The Times calls "spontaneous advertisements."

The mere publication of a newspaper of such proportions may not be in itself a remarkable achievement in these days of huge presses and marvelous mechanical facilities. Many newspapers not nearly so pretentious as The Times might have accomplished that feat. But we doubt whether any other newspaper has ever put into a single issue the wealth of carefully selected news and special features that characterized this particular edition of our New York contemporary. It was a quality product throughout, and it is gratifying to note that advertisers gave abundant evidence that quality appealed to them more than volume of circula-

tion, which they could have obtained in somewhat greater quantity elsewhere. . . .

The Times unquestionably stands today as the foremost exponent of wholesome, intelligent and enterprising journalism. Its steady growth and the esteem in which it is so universally held should be an object lesson to those newspapers that seem to believe the American people are thirsting for sensationalism and have precious little inclination toward the kind of journalism that maintains a fair sense of proportion. . . .

If The Times very frankly makes no appeal to low-brows, it just as studiously avoids class distinction in the other direction. It simply assumes that the vast majority of people are clean-minded and quite as capable of judging quality in a newspaper as in anything else.

To mirror life as it is undoubtedly is one of the functions of the press, but too many newspapers conceive this to mean that they must hold up the seamy side to constant view without ever giving prominence to those things that betoken the advancement of mankind. Merely because a city has a sewerage system gives no occasion for daily describing everything that runs through it. Because the underworld occasionally claims attention is no reason why the world above should be neglected.



John Speaks for Himself!

[To advertisers who must choose
between many persistent suitors]

None of this "proxy" stuff when we pay
court to Priscilla.
Praises our friends may sing, we value but
never trade on.
Over and over again, with modesty, yet
with conviction,
We vow and declare our belief, we're the
very one you should tie to.
Years of experience gained in the ruthless
battles of business,
Skill that we have attained in the winning
of coveted markets,
Knowledge that giveth weight to our words
at the council table,
These are some of the reasons for asking
a tryst with Priscilla.



**JOHNSON, READ
& COMPANY**
INCORPORATED
Advertising

202 SOUTH STATE STREET, CHICAGO
Charter Member American Association of Advertising Agencies.

there they begin to prosper at his expense. Then, in the generality of cases, comes the deluge. For instead of meeting this growing competition on the old-time, fair and square basis, he regards it as an intrusion upon his sacred rights, and meets it with anger and resentment. Neither of those emotions are conducive to clearness of vision, or soundness of judgment, and generally reveal themselves in ways which are particularly offensive to the normal, human love of fair play. The man who lets resentment lead him into little spiteful underhanded cracks at his competitors is generally deceiving nobody but himself. Nothing makes competition thrive much better than to create the impression that it is being persecuted by some 'vested interest.'

When They Hit the Skids

"I have known business men so blinded by this form of resentment that you could not mention the name of a competitor in their presence without putting them in danger of a fit of apoplexy. At the very time when they are most in need of clear vision and cool judgment they are totally incapable of exercising either, and any subordinate who has nerve enough to hint at the truth is promptly denounced as a disloyal traitor. The whole atmosphere becomes heavy with jealousy and suspicion, and every member of the organization feels that he is walking continually on the edge of a boiler explosion. No man with the backbone of a jackrabbit will continue to work indefinitely under such conditions, and little by little the organization itself begins to go to pieces. About that time persistent rumors go abroad that the institution is slipping, and you know what that means as well as I do.

"Now, as I said before, you can reorganize until you are black in the face, and you won't cure a situation like that. Nothing will cure it until you get back to the root of the disorder and discover the mental gangrene that is spreading the pestilence. In a word, it doesn't do to assume that business success or failure is wholly a question of economics. Rather often, in my experience, it is a question of human relationships, and when you get down to the bottom it is generally crooked thinking somewhere that causes disaster."

What's this about Nebraska?

VOL. LIX - NO. 4.

OMAHA, NEBRASKA, OCTOBER 28, 1923 - SIXTY-EIGHT PAGES

... PRICE FIVE CENTS

Real Money in Nebraska's Great Crops Spreads Cheer Throughout the State

MORE CROP MONEY REARS HOPES HIGH FOR ALL NEBRASKA

Over 125 Million Dollar Increase for Value of Yield of This Year.

BIG BOOST FOR FARMERS,
BETTER LOAN RATES

BY LEO J. RYAN.

Special Dispatch to the World-Herald From a Staff Correspondent.

Lincoln, Neb., Oct. 27.—If the figures and the "dope," founded upon the best investigations of the United States department of agriculture and the state department of agriculture at Lincoln amount to anything, Nebraska farm products will be worth more money this year than they have at any time since the banner days of 1919 and 1920.

And judging from the figures compiled for this year as compared with those of last year there is plenty of reason for exuberant optimism and very little for rank pessimism.

Just as an example, the figures show that, for the four major grain crops of the state, corn, wheat, oats and barley, the value will be \$126,500,000 more this year than it was last year, notwithstanding the loss on the wheat crop. And that \$126,500,000 more dollars means an increase of not so far from 100 per cent. The total value of these four crops in the state last year, as recorded by the United States department of agriculture, was \$310,697,560.

The total value this year, applying today's Omaha prices to these four products, is \$437,197,560, an increase of \$126,500,000 by the state department of agriculture.

CITY GROWS RAPIDLY

AS A RETAIL CENTER

BRITON DECLARES

NEW ARMY OFFICERS

THE corn yield in Nebraska, as estimated by the department of agriculture's October crop report is 263,138,000 bushels as compared with only 182,400,000 bushels last year.

Prices are almost 100% better than last year, and brings the value of this *one crop* well over twice as much as last year.

Oats will nearly double, barley will almost treble.

Winter wheat is coming along in good shape and with the vast increases in those mentioned above and also in hay, cattle, poultry and dairy products, *there is plenty of reason for cheer in Nebraska.* REAL MONEY that affords buying power and optimism is here.

*You can best reach Nebraska
thru Omaha*

Omaha World Herald

Morning-Evening-Sunday

OCTOBER CIRCULATION—DAILY, 100,122—SUNDAY, 97,911

National Representatives
O'MARA & ORMSBEE, INC.

New York—Chicago—San Francisco

A complete analysis of this market is contained in the book "Omaha—the Gateway of the West" and the Sales Analysis of the Omaha Trade Territory. Write to the Omaha Chamber of Commerce or the Omaha World-Herald for copies.



Times Are Good in Chicago

The display lineage figures of the Chicago papers for the first ten months of the year—especially those of The Chicago Daily News—prove it. The Daily News' display lineage for these ten months was 746,308 lines more than in the same period of 1920, the previous "banner year" for Chicago advertising.

More and more are the advertisers of America realizing that Chicago and its "forty-mile radius" is not only a market in itself, but one of the greatest, most compact single markets in the world.

The World's Greatest Single Market

Within its area are almost 4,000,000 consumers—700,000 families—who can reach the Chicago "loop" in an hour's ride, make their purchases and the same day receive their deliveries. The advantages of this rich, populous compact market to manufacturers and wholesalers as well as retailers are obvious. Warehouse and transportation charges are minimized. Thirty-six great states have each a smaller population than is found here within a sixty-minute journey.

Moreover, the great majority of financially competent buyers in this market are reached and influenced by the advertising of a single medium—THE CHICAGO DAILY NEWS.

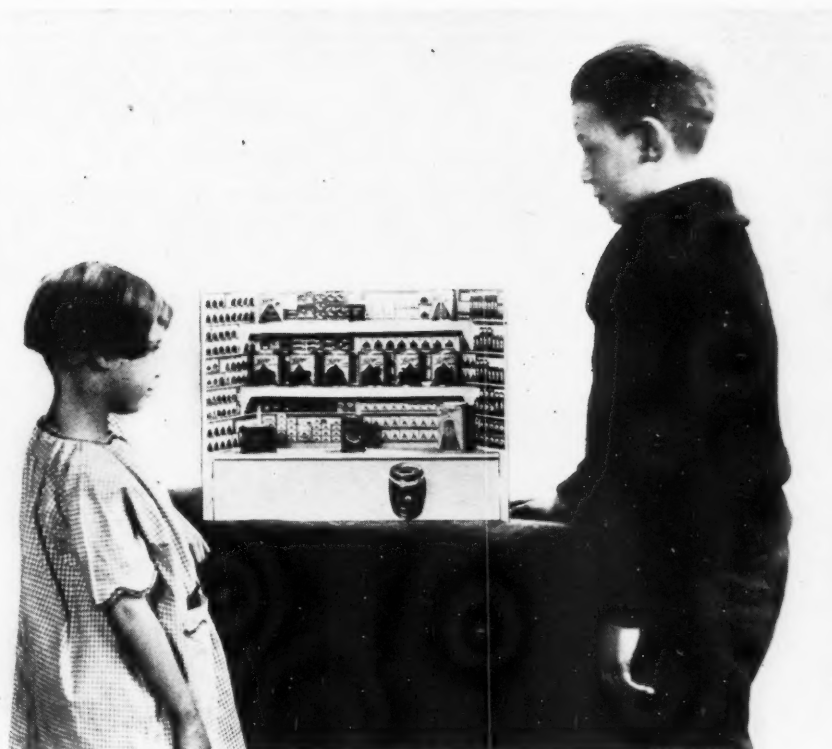
That experienced and successful advertisers appreciate this fact is shown by the distribution of their advertising among Chicago newspapers. Here is the comparative record for the period from January 1 to October 31, 1923. The figures are supplied by The Advertising Record Co., an independent audit service maintained by all the Chicago newspapers.

TOTAL DISPLAY ADVERTISING IN ALL CHICAGO DAILY NEWSPAPERS FROM JANUARY 1, to OCTOBER 31, 1923.

	Lines	Comparison
The Daily News	12,206,992	12,206,992 Lines
The Daily Tribune	9,416,924	9,416,924
The American	7,716,927	
The Post	3,823,279	
The Herald-Examiner	3,741,595	
The Journal	3,561,398	
<hr/>		
The Daily News' excess over the next highest score, that of The Daily Tribune		2,790,068 Lines

Here in incontrovertible facts and figures, of interest and value to all who do business or contemplate doing business in the Chicago market, is a reiteration of the verdict of years that names

THE CHICAGO DAILY NEWS
First in Chicago



Getting the Children On Your Side

Libby, McNeill & Libby Use Toy Store to Reach Mothers Through the Children

PICTURE books, cartoons, toys and various other devices have been used from time to time by manufacturers of food products to interest the children in their product, for it is well known that the children of the family often have a ruling voice in what sort of food is served at the family table.

One of the most ambitious plans of this sort that has come to our notice is being used by Libby, McNeill & Libby, Chicago packers and canners, who have developed a toy grocery store, stocked with miniature cans representing the leading canned products they sell.

This tiny store is really a cardboard miniature of a section of a well stocked grocery store, and is lithographed in natural colors. In addition to the pictorial representation of the counters and shelves the cut out is equipped with a die cut counter and two shelves which fit into the background.

A number of Libby cans have been reproduced in miniature to add realism to the little store and give the children something to play with,

and at the same time familiarize them with the Libby labels and trade-marks.

These stores are offered as a premium, and are given in exchange for labels taken from cans of Libby's Evaporated Milk. Twelve labels from the large cans and 25c, or twenty-four labels from the small cans and 25c, is all that is required for the toy stores.

These tiny stores are put on display by Libby salesmen in stores where Libby products are sold. It is only natural that mothers and children see the little stores and ask about them. Of course the grocer is glad to explain how to obtain them, and in this way he devotes a few minutes to selling Libby's Evaporated Milk. It is indeed a clever method of gaining the grocer's co-operation without asking for it in so many words.

In addition to its value as an advertising medium to reach and sell the children it also serves as a counter display sign, and will doubtless earn its cost on that standpoint alone.

now

Start something—now!

It may be that you have thought about doing some advertising but have put it off because you imagined it would cost too much to make a start.

Meanwhile, the other fellow is getting the business.

Isn't it better to start in a small way along carefully-planned lines than to wait until you get the resources you think you ought to have?

Let's show you what can be done with a small appropriation.

We welcome small accounts—and give them whole-hearted, enthusiastic service.

One reason why we've been successful with small accounts is that we apply the principles of salesmanship in writing advertisements. And we take right hold and work with your salesmen, to the end of obtaining their co-operation. It isn't easy, you'll admit, to take a band of listless, don't-give-a-hang salary grabbers and turn them into a bunch of hard-hitting fighters for business. We know that if we get your salesmen working with us, the advertising campaign will produce the results you have a right to expect.

You see we put more emphasis on SELLING than we do on advertising. Well, selling's the great big thing, isn't it?

If we have said anything here that stirs up a bit of curiosity, let's hear from you. The acquaintance may result in good for both of us.

MORGAN ADVERTISING AGENCY

633 WASHINGTON ST.
BOSTON MASS.

Member American Association of Advertising Agencies
Member National Outdoor Advertising Bureau



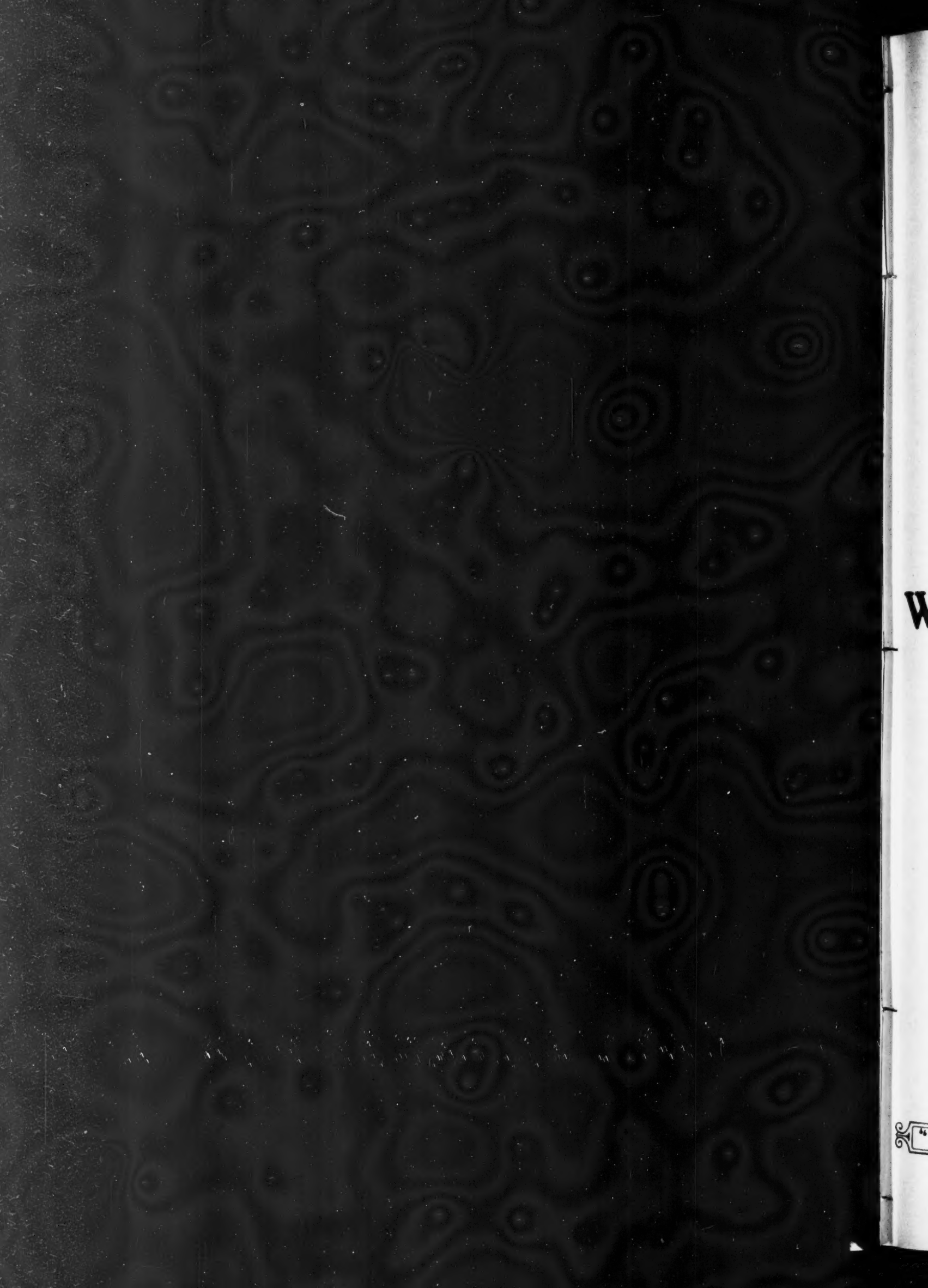
The Harvest Tells

Sales are the only proof. We invite your study of successful Dominant Idea advertising based upon actual returns—merchandise sold: the harvest proof. Let us demonstrate our ability to help you reap results.

McJunkin Advertising
Company

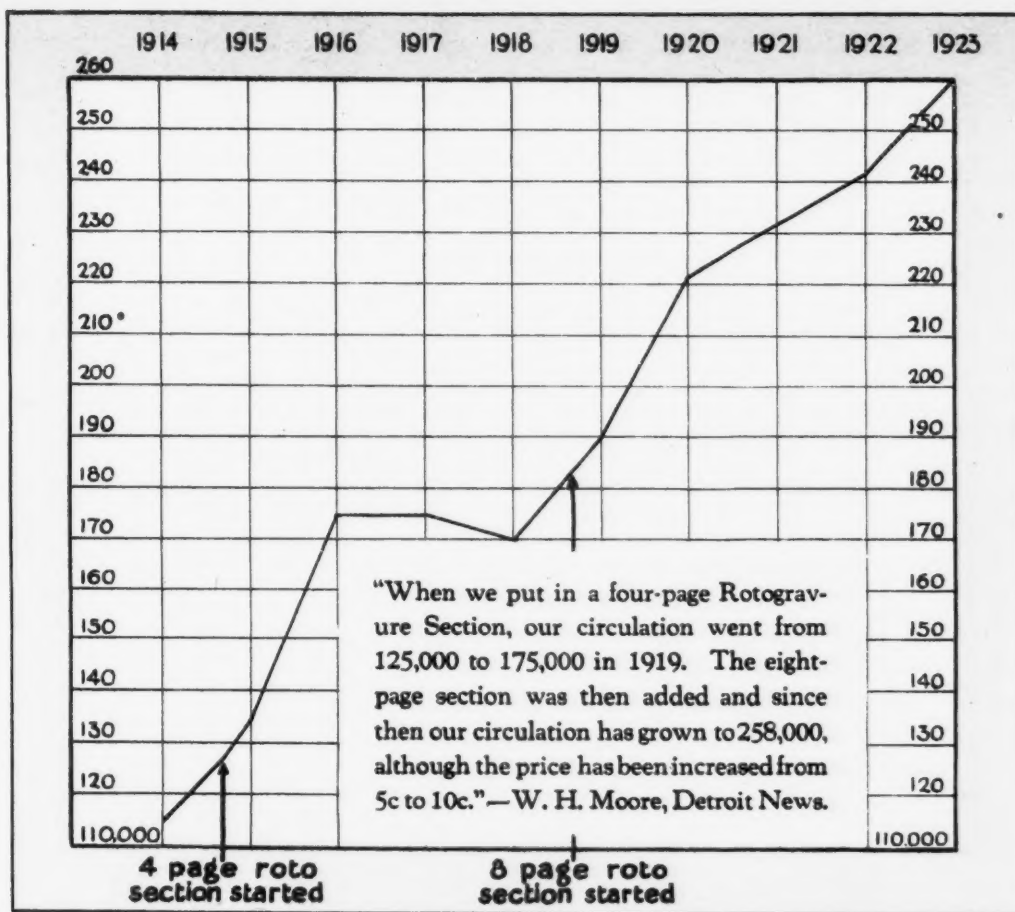
FIVE SOUTH WABASH AVENUE, CHICAGO





W





What Rotogravure has done for Detroit News Circulation

A steady increase from 110,000 to 258,000 in eight years' time is a remarkable record of increased advertising value. Yet what Roto has done for the Detroit News is only one of many instances that show how eager the public is for the interesting picture news of Rotogravure. Other well known newspapers report circulation gains ranging from 28,000 in a few weeks to 300,000 over a period of years. With this strong index of reader interest, the advertiser in Rotogravure newspapers is sure of a rapidly growing audience of progressive, prosperous people.

How Rotogravure Helps Newspapers and their Advertisers

1. Gives added tone
2. Gets results for local advertisers
3. Creates new advertising
4. Increases circulation
5. Intensifies national magazine advertising at local points

Kimberly-Clark Company

ESTABLISHED 1872
Neenah, Wis.

NEW YORK, 51 Chambers St. CHICAGO, 208 S. La Salle St. LOS ANGELES, 310 W. 5th St.

"AS YOU WOULD SEE IT IF YOU WERE THERE"

"AS YOU WOULD SEE IT IF YOU WERE THERE"

This advertisement and the one on the preceding page are published to promote public interest in Rotogravure and the papers which carry Rotogravure sections. Kimberly-Clark Company, Neenah, Wisconsin, manufacture Rotoplate, a perfect paper for Rotogravure printing, which is used by the following papers:

CITY	PAPER	CITY	PAPER
Albany, N. Y.	Knickerbocker Press	Minneapolis, Minn.	Journal
Asheville, N. C.	Citizen	Minneapolis, Minn.	Tribune
Atlanta, Ga.	Constitution	Nashville, Tenn.	Banner
Atlanta, Ga.	Journal	New Orleans, La.	Times-Picayune
Baltimore, Md.	Sun	Newark, N. J.	Call
Boston, Mass.	Herald	New York, N. Y.	Corriere D'America
Boston, Mass.	Traveler	New York, N. Y.	Evening Post
Brooklyn, N. Y.	Standard-Union	New York, N. Y.	Forward
Buffalo, N. Y.	Courier	New York, N. Y.	Herald
Buffalo, N. Y.	Express	New York, N. Y.	Il Progresso
Buffalo, N. Y.	Times	New York, N. Y.	Times
Chicago, Ill.	Daily News	New York, N. Y.	Tribune
Cincinnati, Ohio	Commercial-Tribune	New York, N. Y.	World
Cincinnati, Ohio	Enquirer	Omaha, Neb.	Bee
Cleveland, Ohio	News-Leader	Omaha, Neb.	News
Cleveland, Ohio	Plain Dealer	Peoria, Ill.	Journal-Transcript
Denver, Colo.	Rocky Mountain News	Philadelphia, Pa.	Public Ledger
Des Moines, Iowa	Register	Providence, R. I.	Journal
Detroit, Mich.	Free Press	Rochester, N. Y.	Democrat-Chronicle
Detroit, Mich.	News	St. Louis, Mo.	Globe-Democrat
Erie, Pa.	Dispatch-Herald	St. Louis, Mo.	Post-Dispatch
Fort Wayne, Ind.	News-Sentinel	St. Paul, Minn.	Pioneer Press-Dispatch
Grand Rapids, Mich.	Herald	St. Paul, Minn.	Daily News
Hartford, Conn.	Courant	San Francisco, Calif.	Chronicle
Havana, Cuba	Diario De La Marina	South Bend, Ind.	News-Times
Houston, Texas	Chronicle	Springfield, Mass.	Republican
Indianapolis, Ind.	Indianapolis Star	Syracuse, N. Y.	Herald
Kansas City, Mo.	Journal-Post	Syracuse, N. Y.	Post-Standard
Los Angeles, Calif.	Times	Waco, Tex.	Herald
Louisville, Ky.	Courier-Journal	Washington, D. C.	Post
Louisville, Ky.	Herald	Washington, D. C.	Star
Memphis, Tenn.	Commercial Appeal	Waterbury, Conn.	Republican
Mexico City, Mex.	El Universal	Wichita, Kan.	Eagle
Milwaukee, Wis.	Journal		

Rotogravure is also available through syndicate services which supply sections to the following:

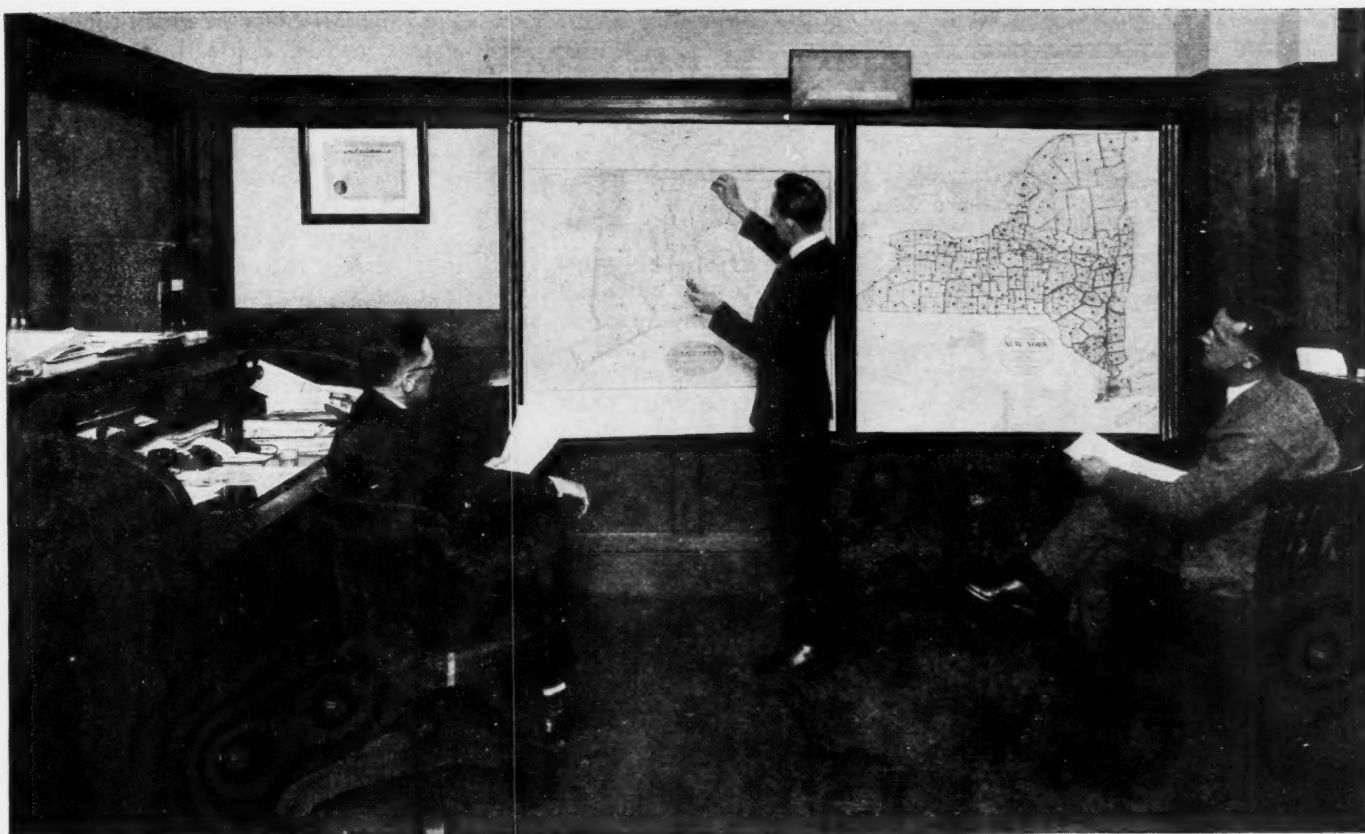
CITY	PAPER	CITY	PAPER
Ashland, Ky.	Independent	New Bedford, Mass.	Times
Bethlehem, Pa.	Times	Olean, N. Y.	Herald
Darien & Stamford, Conn.	Review	Orange County, Fla.	Winter Park Herald
East Stroudsburg, Pa.	Press	Paintsville, Ky.	Herald
Edgertown, Mass.	Vineyard Gazette	Philadelphia, Pa.	Item
Ellicott City, Md.	Times	Pineville, Ky.	Sun
Foley, Ala.	Onlooker	Plant City, Fla.	Courier
Manchester, N. H.	Union Leader	Portsmouth, Va.	Star
Middletown, Ohio	Journal	Towson, Md.	Jeffersonian
Milford, Ill.	Herald	Utica, N. Y.	Observer

ROTOGRAVURE

Prints Perfect Pictures - the Universal Language



CE
ge



Every Paige or Jewett car sold is represented by a tack on a set of maps similar to the above

How Paige "Spots" Its Active Market

Map and Tack Records of Every Car Sold Help Sales Staff to Decide Where to Apply Sales Pressure

By D. G. Baird

A PLAN that enables it to keep an accurate record and analysis of the distribution of its product is used by the Paige-Detroit Motor Car Company which obtains the requisite information therefor by the simple expedient of charging its dealers \$10 extra on each car until they report to whom it has been sold.

Getting the Sales Facts

To collect the \$10, the dealer is required to fill in and send to the distribution department at the factory a "Certificate of Sale," which provides spaces for recording: Motor number; model; chassis number; date of sale; sold to; street address; if R. F. D. state number of miles, N., E., S., W. of city; post office; county; state; occupation of purchaser; car replaced; name of dealer making sale, address; name of general distributor, address; and for the approval of the distribution

and accounting departments of the company. Dealers are urged to send in the certificates immediately on delivery of the car, and payment is made on the first and fifteenth of the month. If a dealer fails to send in a certificate, he does not receive the \$10.

When a certificate reaches the distribution department, two copies are made and are filed, one under chassis number, and one under county and state in which the dealer is located. At the same time, the sale is recorded on a map, which is mounted on a multiplex fixture. The original certificate then goes to the accounting department for payment.

The chassis file is maintained for use in matters of infringement, insurance, stolen cars, and any other that might require knowledge of to whom a car of certain number was sold. The dealer file is useful for keeping a record of those to whom

cars have been sold in each territory, for checking up on the dealer's activities, and seeing that he covers all his territory properly, for setting sales quotas, and for sending out suitable literature, sales helps, and suggestions; while the map shows at a glance how many cars of each model have been sold in the territory and just where the purchaser lives.

What the Map Shows

To illustrate, the Paige dealer in Syracuse, New York, went out of business and it was very essential that his successor know who in that territory had bought Paige and Jewett cars. It was an easy matter for the manager of the distribution department to turn to this file and secure the list from the certificates of sale. One factory branch manager was selling a large number of cars, but the map showed that he was confining his efforts exclusively

Sales Managers...

No. 1
The Elks
Magazine

76.4%

CONCENTRATE your sales attack on towns of 2,500 to 100,000 by placing your advertising in The Elks Magazine, the only important national medium that delivers more than three-fourths of its circulation in this rich selling territory.

Your advertising in The Elks Magazine will win the whole-hearted cooperation of two out of every five dealers in this area because they are Elks (owners of The Elks Magazine) and can identify every Elk in town as a possible prospect for your product.

Can your dealer identify the readers of other magazines in his town?

No. 2
40.11%

No. 3
40%

No. 5
40.5%

No. 4
37.7%

THIS chart shows the percentages of circulation distribution in towns of 2,500 to 100,000. No. 1, The Elks Magazine; Nos. 2 and 3 the two greatest national weeklies; Nos. 4 and 5, the two great national monthlies.

The Elks
Magazine

850,000 Identified Circulation

50 East 42nd Street

New York City

to the large city in which the branch was located, neglecting entirely the surrounding district, which was known to be very rich. There was a change of managers of that branch.

Maps are mounted on a 24-wing fixture, two maps to each wing, each map being of a different state. Distributors are represented on the maps by pins of one kind, dealers by another, and sales of cars of different models by still others. To avoid clustering the pins too thickly, where more than one sale of a given model has been made in the same location, the total number is indicated by figures on the head of the pin in that spot on the map. Pins are placed exactly where purchasers live, so that it is easy to see whether a dealer is adequately covering his entire territory.

Analyzes Distribution

While all this is very helpful to the distributing department, the analyses that are made from these reports are even more so. It is of great importance in many ways, for example, to know what classes of people are buying Paige and Jewett cars. This information is obtained and arranged according to percentages each month, often revealing some surprising facts. At the same time, it is found that one dealer is selling a great many cars to people of a class that other dealers are not reaching as they should; that one dealer is not selling as many cars to people of certain classes as it is thought he should, or that dealers are not pushing certain models as much as might be desired.

A recent bulletin sent out to all dealers classified purchasers of Paige and Jewett cars for the previous month in twenty-eight groups, included "miscellaneous" and "occupations not given," and gave some timely hints as to who were the best prospects just at the time. It is interesting to know that "laborers, foremen, machinists, plumbers, milkmen, miners, blacksmiths, etc.," were second on the list, with a percentage of 10.3, only one per cent behind "executives and manufacturers." "Building trades—carpenters, masons, painters, etc.," bought 4.7 per cent of the Paiges and Jewetts, and "railway employees" took an even four per cent. If these had been classed with the other laborers, this group would have been way ahead of any other, with

Tell It to SWEENEY!

—the Great Unarrived



Now times are altered: if I care
To buy a thing, I can;
The pence are here and here's the fair,
But where's the lost young man?
—from A. E. Housman's "LAST POEMS"

WHEN the little boy who used to press his nose against the bakery window grows up and becomes a millionaire, he too often has indigestion. His pep decreases with his pépsin. His joy in living languishes and the doors of many delights are closed to him. On the long, hard, upward climb, aspirations are attained and abandoned; hopes bloom and fade. Enthusiasms are traded for experiences; desires dwindle, die and are dropped. A few big wants eat up all the little wants; and with less to look forward to, more is taken for granted. After a certain stage new impressions become indigestible. The Successful are not the good customers they were on the way up.

When a family makes the social register or the coupon clipping circle, most national advertisers can withdraw its card from the prospect file; the prospect is dead. Shooting at stars is wasteful, expensive and highly competitive. Bring your advertising down to the lucrative level of addressing the Great Unarrived. Tell It to Sweeney, the average man, the average woman, the average family.

THE aristocracy of class prospects is very limited, but the democracy of mass customers is large.



We must remember that this is America, country of the interminable immigrant, who is arriving always. More new wealth is created and more generally distributed here than anywhere else in the world. The economic standards are high and the progress is always upward. In Europe, Sweeney, the street sweeper, prays that his son may be a good street sweeper; here Sweeney provides that his son will be something better. Here Sweeney reads newspapers, uses toothbrushes, owns pianos and automobiles, earns more money year after year; and spends more. Through advertising, you can sell Sweeney almost anything worth buying—but you must sell him before he arrives!



Never in the history of the world was there so wide nor so wealthy a mass market as in New York City today. A million families here have incomes of from one thousand to five thousand dollars a year. Sweeney pays more rent to live here, spends more to stay here, a ready customer for everything.

And never in the history of American journalism has there been an advertising medium like The News. Seven hundred thousand odd circulation is the largest morning circulation in America. And 96% of it is in New York City and suburbs, concentrated circulation that covers this compact market.

Its tabloid size fits the readers' need, insures attention to the advertiser. And its rate makes it a more economical distribution factor.

Tell It to Sweeney now in The News. Get the facts.

THE NEWS
New York's Picture Newspaper

25 Park Place, New York City
Tribune Bldg., Chicago

What Should a Sales Executive Know About Advertising?

HE should know the part that advertising plays in distribution—what it can do in getting and holding both consumer and trade demand. For then he gets a better grasp on the part his sales force should play.

He should appreciate the fundamentals of good advertising—why it should be based on an Interrupting Idea. For then he can insist on advertising that becomes part of the active selling.

He should know the difference between just advertising and organized advertising, as it is applied by Federal. For then he will see how his field force can be made more productive, and his dealers kept more strictly in line.

If any sales executive wishes an amplification of organized advertising, as applied to his business, we shall be glad to answer his questions.



FEDERAL ADVERTISING AGENCY

SIX EAST THIRTY-NINTH STREET
NEW YORK CITY

an even nineteen per cent. Farmers were third on the list, representing 5.7 per cent of all the purchasers of Paige and Jewett motor cars sold that month. Women reflected the spirit of the times by taking 4.2 per cent of these cars.

The bulletin called particular attention to the fact that builders are making big money now and that there is a great opportunity to sell to highly paid women. Under the caption, "Are You Selling Cars to Women?" the bulletin asked:

"How many highly paid women are there in your city? How many women physicians, milliners, advertising women, department store managers and buyers, beauty specialists, private secretaries and others holding positions of responsibility for which they are well paid?

Women Are Good Prospects

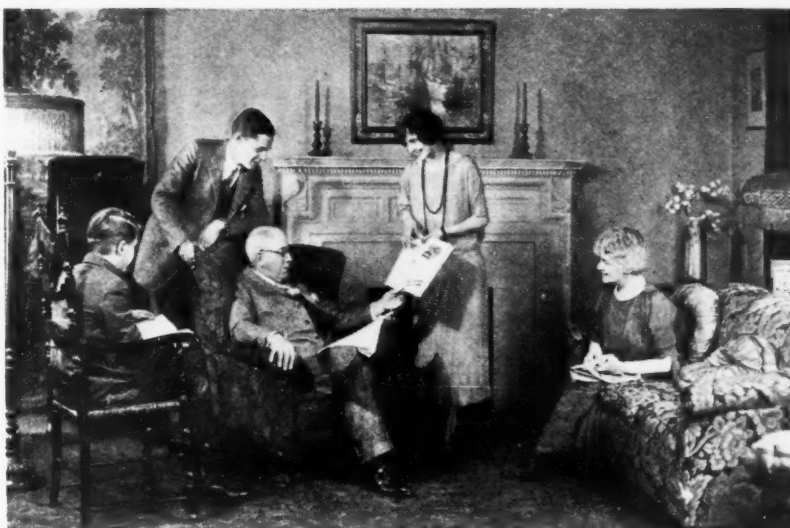
"How many of them do not own cars personally, but who should and could well afford one? From the summary on this page you can see that 4.2 per cent of the Paige and Jewett cars sold during last month were sold directly to women. In practically every case these cars were sold to business women for their own use.

"The Sherman Sales Company, Inc., Utica, New York, has been particularly successful of late in making sales of this nature. H. H. Buchanan, vice-president of the company, attributes it as much to the special attention given women owners in the company's service department as to the unusual effort made to close sales of this kind.

"Business women in Utica bought a much larger percentage of Paige-built cars than the summary shows. How many Paiges and Jewetts did you sell to business women last month?"

Suitable letters are also sent out to individual dealers from time to time, calling their attention to the fact that there are excellent prospects in certain classes which they seem to be overlooking.

It can readily be seen that such an analysis is very valuable in placing advertising, in selling, and in planning sales campaigns. Imagine the effect of a salesman's telling a business woman prospect that it is quite the thing for women in similar positions to drive their own cars; that business women represented 4.2 per



Your Sales Representative in the Family Council is — Youth

IN matters which concern the whole family, whether it be a new piano, new furniture for the living room, or a breakfast food, Youth has a lot to say.

For Youth knows what it wants—and wants it hard enough to speak up for it.

With Youth—enthusiastic, insistent, persuasive—on your side, you have an invaluable ally and representative in the family council.

Youth probably sways the choice of your product—and most of your dealers will tell you so.

The straightest line to Youth's approval is through Youth's favorite magazine—Photoplay.

Photoplay, with its half-million audience of younger people in the 18 to 30 group, enjoys the largest following of exclusively younger people of any general magazine.

Photoplay can help you to win through them the standing you want in the family council.

PHOTOPLAY MAGAZINE

"Predominant with the 18 to 30 Age Group"

JAMES R. QUIRK, Publisher

C. W. FULLER, Advertising Manager

750 N. Michigan Ave., Chicago 221 W. 57th St., New York 127 Federal St., Boston

Indianapolis

is different



Every thirty-five minutes a new home has been completed in Indianapolis this year. Although rapidly increasing in population, this truly American city is losing none of the home life which has made it peculiarly susceptible and responsive to advertising in

The Indianapolis News



Frank T. Carroll, Advertising Manager
New York Office: Dan A. Carroll, 150 Nassau Street
Chicago Office: J. E. Lutz, The Tower Building

QUALITY Halco. Typewriter Ribbons NOW \$5.00 per DOZEN

Halco Ribbons are superior because they are manufactured by our own special process which eliminates the old pressure process of pressing the ink into the cloth under great weight.

They write cleaner, last longer and are sold direct from our factory to you at \$5.00 per dozen which is less than is paid for ribbons of greatly inferior quality.

Users of Halco Quality Ribbons save from \$2 to \$4 on every dozen. Made from the highest quality imported cloth and brilliant non-fading colors. Guaranteed satisfactory and against deterioration for one year or your money back.

TRY A DOZEN. Compare them with the ribbons you are now using and note the difference. State make of machine and color desired when ordering. All shipping charges prepaid on cash orders.

THE SHALLCROSS CO. 1460 Grays Ferry Rd.
Philadelphia, Pa.

BRANCH OFFICES—NEW YORK CITY, CHICAGO, SAN FRANCISCO
Price List on Halco Inks and Ribbons for office duplicating machines and typewriters sent on request

cent of all the purchasers of Paige and Jewett cars last month; or assuring a carpenter that the Paige or Jewett is not out of his class and proving it by citing the fact that men in his trade bought 4.7 per cent of all these cars sold just the month before.

It is obvious that a similar plan might be used to good effect by manufacturers in many other lines that run into money and that are sold through agents or exclusive dealers, or by others such as stock and bond companies, life insurance companies, trust companies, and big real estate operators. The penalty for failure to make reports is an important feature, however, as many will neglect to give their cooperation unless offered some such inducement, and some will be negligent even then.

Trade Commission Hits St. Louis Wholesalers

Wrath of the Federal Trade Commission has just fallen on the wholesale grocers of St. Louis in the form of an order which requires the association and its respondent members to discontinue the practice of coercing manufacturers into guaranteeing their products against decline in prices.

The Commission's findings state that the respondents used various methods to compel manufacturers to protect them against loss from price declines. Among the methods used and specifically prohibited by the Commission's order are the following:

(1) The practice of reporting to respondent association the names of manufacturers who do not guarantee the prices of their commodities against decline;

(2) To publish in bulletins and letters a list of such manufacturers together with information emphasizing the advisability of respondents confining their purchases to manufacturers who do guarantee against price decline;

(3) By boycotting or threatening to boycott, or threatening with loss of patronage, any manufacturer who does not guarantee against price decline;

(4) And, by utilizing any other equivalent cooperative means of obtaining from manufacturers guarantees or assurances against decline in price of their commodities.

Henri, Hurst & McDonald

A D V E R T I S I N G

58 East Washington Street • Chicago



THE women of America through national advertising have been educated to the superior features of Sellers Kitchen Cabinets. Today G. I. Sellers & Sons Company is one of the leaders in the furniture industry.

We have had the honor of serving this efficient manufacturer for about six years.

The Henri, Hurst & McDonald News Letter, an unusual sales bulletin, is sent each month to our customers' salesmen. Many sales managers, advertising managers, and other executives, also, are regular readers of the News Letter. A copy will be sent at your request.



THE HIGHWAY and THE BUYWAY

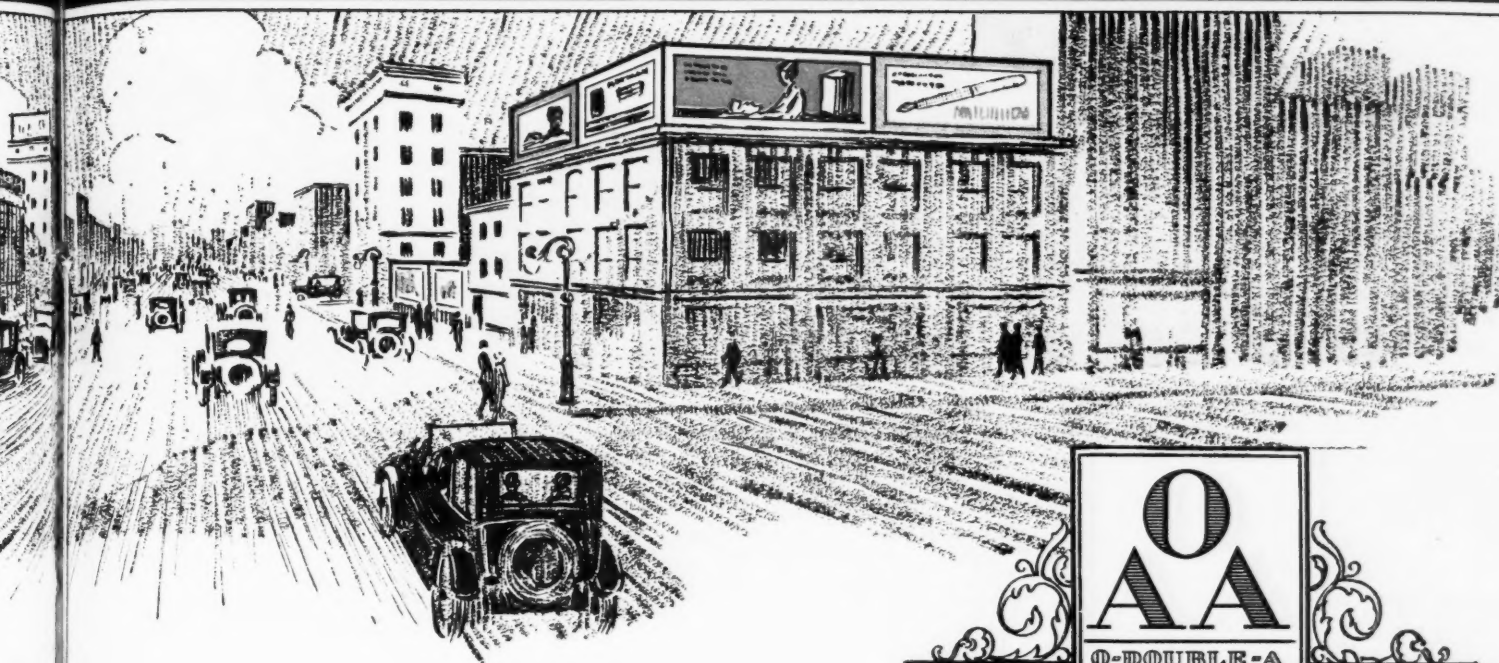
THE highway has become the buyway. There is a highway greater than Broadway, Fifth Avenue or Main Street. It includes them all. It is the road that the public travels. It is millions of miles long. And billions of dollars are spent because of what the public sees when it travels this buyway.

This is the Rue de la Pay.

Here outdoor advertising pays and pays and pays.

O-double-A is a useful institution to advertisers for many other reasons it understands the geography and the psychology and the buyology of this Rue de la Pay.

OUTDOOR ADVERTISING
OF AMERICA, INC.
Successors to
IVAN B. NORDHEM CO.
Poster Advertising
8 West 40th St. New York
Chicago Detroit Pittsburgh



Y WAY

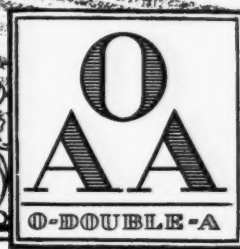
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SING AGENCY

ING
co
New York
Pittsburgh

Painted Displays



Cost of One Month's Posting in Cities that Lead in Prosperity

We list here the cities which have every prospect of being the best trade centers from all commercial reports.

Town	Pop. in Thous.	Cost of Show- ing	No. of Reg. Panels	No. of Spec. Panels	Total No. of Panels
Providence, R. I.....	237	396.00	30	6	36
Camden, N. J.....	124	255.00	18	4	22
Akron, O.....	208	309.60	18	6	24
Cincinnati, O.....	401	588.00	40	10	50
Cleveland, O.....	888	990.00	44	22	66
Pittsburgh Dist., Pa.	695	804.00	70	10	80
Youngstown, O.....	132	249.60	18	4	22
Norfolk, Va.....	115	258.00	15	5	20
Washington, D. C.....	438	120.00	—	4	4
Atlanta, Ga.....	200	307.20	26	4	30
Birmingham, Ala.....	200	287.20	26	4	30
Jacksonville, Fla.....	100	229.60	18	4	22
Nashville, Tenn.....	125	229.60	18	4	22
San Francisco, Cal.....	650	1,125.00	28	28	56
Spokane, Wash.....	104	255.00	14	6	20
Chicago, Ill.....	2,701	1,875.00	126	30	156
Detroit, Mich.....	993	1,260.00	56	24	80
Little Rock, Ark.....	79	165.20	16	2	18
Louisville, Ky.....	285	396.00	30	6	36
St. Louis, Mo.....	772	1,248.00	90	20	110
Minneapolis, Minn.....	380	499.20	36	8	44
Omaha, Nebr.....	210	307.20	26	4	30
Dallas, Texas.....	159	331.00	20	5	25
Galveston, Tex.....	46	86.40	12	—	12
Houston, Tex.....	138	249.60	18	4	22

Our Department of Painted Display Is at Your Service

Painted displays and Poster advertising complement each other. Painted advertising may be used alone, to supplement posters or as an alternative of approximately the same cost, in any cities where poster advertising is immediately oversold and therefore unobtainable.

Painted display is readily adapted to local conditions. It is possible to bring painted display closer to the point of distribution. Particularly painted walls—dealer store spaces—and drug store walls. We will gladly co-operate with you in this matter.

A
Penton
Publication



JANUARY NEW YORK SHOW NUMBER

WHEN the doors of Grand Central Palace swing open January 5, the biggest power boat show ever held will be under way.

For there have been few, if any, more prosperous years in the boating field, than this.

And boat builders, engine manufacturers, accessory manufacturers who build the hundreds of different items the modern power boat demand, all will exhibit their newest and most interesting products.

Thousands of boat owners and enthusiasts will visit the show. Hundreds of others will look forward to the January number of **POWER BOATING** to bring them all the news of the **SHOW**.

The January issue will be distributed at Grand Central Palace throughout the entire course of the show.

It will go direct by mail to more paid in advance subscribers than any other two boating publications combined. It will have a newsstand sale of nearly 5,000 copies.

To the exhibitors, as well as to those who do not exhibit, the **NEW YORK SHOW NUMBER** offers a remarkable advertising opportunity. Let us tell you more about it. Goes to press December 10.

Published monthly—Established 1905

POWER BOATING

Penton Building
CLEVELAND, OHIO

A. B. C.—Member—A. B. P.

Selling the Commission Idea To Salaried Salesmen

A Plan That Pays the Good Men What They Earn Instead of Penalizing Them for the Losses of Non-Producers

By J. W. O'Harrow, Jr.

ANALYZE sales and salaries during the depressed period. Compute percentage of volume of sales paid during that time to good producers, and also to poor producers.

Figure what percentage of sales volume the salaries of the best men now represent; also the less productive ones. This will show what rate of commission is actually being paid to the best producers as compared to the poor ones. One will find that the percentage paid to the good men will be lower than that of the poorer men now as well as in the less prosperous period.

With these figures in hand it will be evident that on a salary basis the good men carry the losses of the less productive. Whether paid in commission or salary, only a certain percentage of volume can be paid for sales, and on the salary basis the good men have to make up for the deficiencies of the poorer ones.

What Sales Will Cost

If, for example, on a certain volume a concern can afford to pay \$100,000 for sales, and \$40,000 on a salary basis is paid to unproductive salesmen, the productive salesmen have only \$60,000 left to be divided among them, although they produce fifty per cent more business. On a commission basis if these non-producers were paid only a percentage of what they actually sold (we will assume they have earned only \$20,000) the other \$20,000 could be divided among the men who actually produced the larger volume of business.

Knowing the percentage which has been paid to the better men and the higher rate, per \$100 in sales, which has been paid to the less productive, it will be readily seen that with a commission rate between the two, a plan can be made to attract the best men now in the business, and at the same time cut down the losses on the less productive and divert that loss to the good producers who have in reality earned it.

When this plan is worked out carefully, present it individually to the best men in the sales organization, show them the figures and advantages, sell them on it, but do it in a way that they think you are consulting with them and letting them decide. Be frank with them, let them know that they have been paying for part of the time of the poorer men and that if the plan is adopted their earnings will be larger.

Appeals to the Best Men

For the best producers this plan will, on their old volume, bring them more income, and if handled properly they will make their own decision in favor of it. If commissions are long in accruing after the sales are made, it may be necessary for a short time to allow a small drawing account until the salesmen get into the swing of the new plan.

This plan will very likely work satisfactorily for salesmen almost down to the average producers. The poorest men will not like the plan, and will either quit or accept it and work harder to keep their incomes up to their requirements. If these men quit the business is better off without them, for they have been receiving a higher percentage for their work than the better men and not producing an equivalent amount of business.

When most of the better and mediocre producers have adopted the plan, make it a policy and announce it as having been approved and adopted on the advice of the salesmen themselves.

This plan if properly worked out can be made to appeal to the good men and they should be given an opportunity to help adopt it. Do not try to change such a compensation basis by an arbitrary ruling; propagandize it first with the good men.

Sales losses do not come from the good producers but from the non-producers; so if the good men accept the plan do not be afraid to lose the bad ones.

A Billion Dollar Increase

The estimated income of the farms of America for 1923 is a Billion Dollars in excess of their income in 1922.

While some lines of farming are still conducted at a loss; while agriculture has been deflated to a much greater extent than has any other industry—a billion dollars increased income helps some.

And it means much to Business. The farmer has been living on short rations. He has not been a heavy purchaser. His buying has not kept pace with his actual needs. By dint of sharp economies he has paid off much of his indebtedness, and as his income increases he is able again to enter the market, and rural trade becomes good.

A striking evidence of this is the substantial increase in volume of the sales of the big mail order houses. Merchants catering to the rural trade are replenishing their depleted stocks and there is every reason to believe that in the greater part of the rural territory served by the Capper Farm Press retail trade will be far more satisfactory throughout the next six months.

Rural trade as a whole will be good this year—in some lines exceptionally good. In the eighteen states which produce two-thirds of the agricultural wealth of the nation the Capper Farm Press is a most potent factor in developing that trade. It reaches one farmer in every three in this territory. No advertiser seeking national trade can afford to ignore it.

May we show you how it fits into your list?

Circulation, 1,554,857 Net Paid

The Capper Farm Press

Topeka, Kansas

Capper's Farmer	Michigan Farmer	Ohio Farmer	Pennsylvania Farmer
Nebraska Farm Journal	Kansas Farmer	Missouri Ruralist	Oklahoma Farmer

BRANCH OFFICES AT

CHICAGO 608 S. Dearborn St.	NEW YORK 120 West 42nd St.	PHILADELPHIA 261 S. Third St.	DETROIT 1632 W. Lafayette Blvd.	CLEVELAND 1013 Oregon Ave.
KANSAS CITY 1407 Waldheim Bldg.	ST. LOUIS 2202 Pine St.	OMAHA 412 South 19th St.	OKLAHOMA CITY Continental Bldg.	SAN FRANCISCO 201 Sharon Bldg.

A Plan that Sold a Month's Quota in Two Weeks

Livingston Baking Company Puts Bonus Money Within Reach of Every Salesman and Adds New Life to Drive for New Accounts

Based on an Interview with

H. S. Westerfield

General Sales Manager, Livingston Baking Company, Chicago

THE Livingston Baking Company found the same trouble with contests and bonus plans that nearly every other concern has experienced. It was fine for the men who participated in winning money, and not so good for men whose sales do not take them into the winning class.

In the baking business salesmen

are classed as wagon salesmen, and are paid forty-five (\$45.00) dollars a week, plus commission, on sales over five hundred (\$500.00) dollars on established routes. When sales run well over five hundred dollars, this plan works fine but where the route is a new one, where competition or other conditions militate against sales of this volume, the

salesmen are apt to feel that they are left out in the cold, so far as commission is concerned.

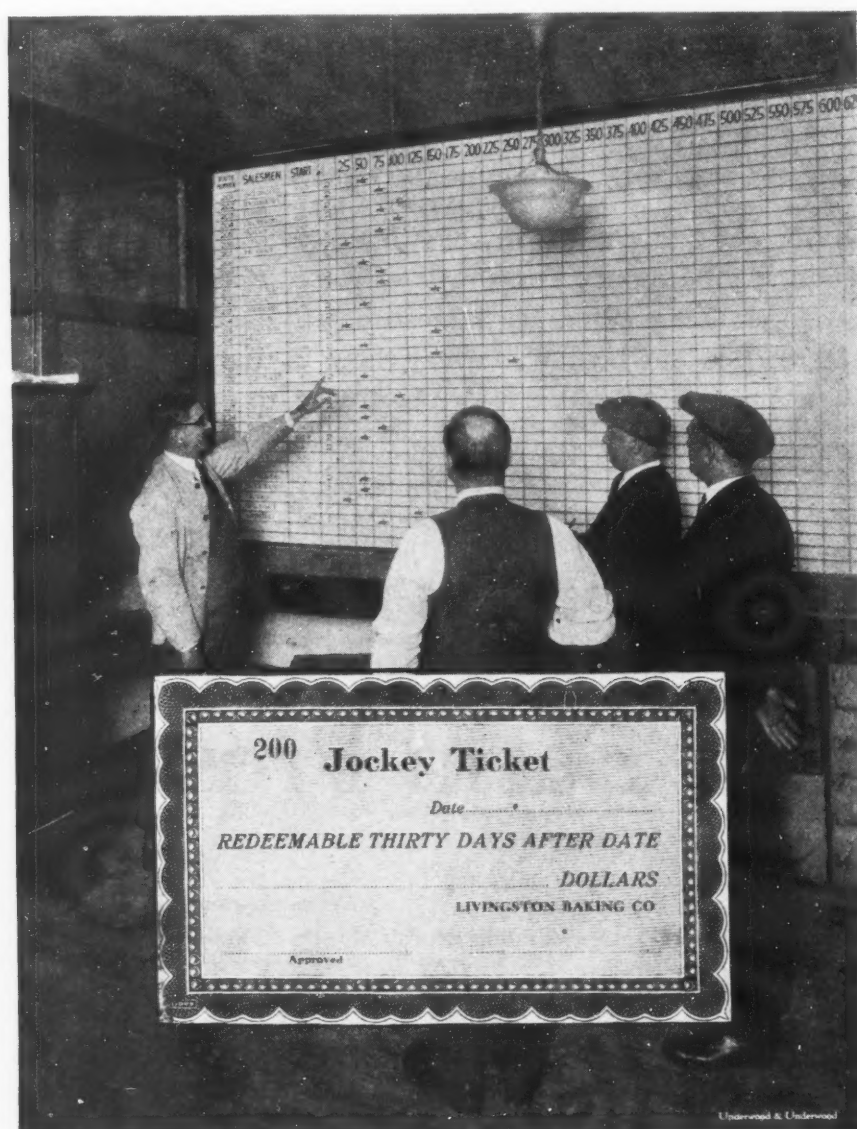
As the bonus plan works out under this arrangement, the company actually puts a sort of premium on hard work and pays less for easy work. The salesman whose sales are running about three hundred dollars per week, has to look a long way ahead before he can reach commission and feels that it is perhaps beyond his reach, and for that reason does not take as much interest in putting forth the extra energy and time required to bring his rates up to the five hundred mark.

Every Man Earns Bonus

To overcome this condition give each salesman an active interest in the bonus and bring out the best that each man has in him. Mr. H. S. Westerfield, general sales manager of the Livingston Baking Company of Chicago, has devised and is using a bonus plan that enables every salesman to share in the bonus money, and gives him an incentive each week to pass his previous week's sales.

"Our quota for sales increases on one of our brands—Malted Milk Bread—has been set at two thousand pounds a month for each of our three plants," explained Mr. Westerfield. "That is a fair quota and is being reached by all our plants, but we felt that it could be bettered with the right sort of sales effort, so we devised a plan of paying bonuses on increases over each salesman's sales the week before the bonus was put into operation.

"That the plan is successful is indicated by the fact that the one plant, where we tried out the bonus idea, showed an increase of two thousand pounds the first week and



Bonus checks are called jockey tickets and are redeemable at the cashier's office

ITS LACQUER-RED COLOR ABOUNDS WITH CHRISTMAS CHEER

For your employees' Christmas give Classic Duofold

Spread Joy Throughout Your Office, Store or Factory

Or Offer This Prize to Salesmen—Watch Even Tail-Enders Make Their Quotas Then

Yes, in a dozen different ways the famous Parker Duofold will stimulate your business and build your friendships with your trade.

Not even gifts of money can cause such happy tumult, or inspire such results in contests as the offer of this black-tipped lacquer-red Classic with the 25-year point and Over-size ink capacity. The pen so smooth and rhythmically balanced that the hand can't get away from its lure. The pen whose classic color makes it hard to lose and handsomer than gold to own.

Special Discount on Quantities

Write at once for full details. This is our heaviest season, and our dealers' demands are heavy. We probably can't make deliveries if you wait.

Mounted with Special Emblems

Your trade-mark, emblem or insignia of merit mounted on any Duofold in gold at moderate additional cost—Over-size, Junior or Lady Duofold—black-tipped lacquer-red or flashing black all over. ★Gold Girdle—was \$1 extra—now free. Also Gold Pocket-clip or Ribbon-ring. Get details and prices. Mark the coupon and have pens in time for Christmas.

Parker LUCKY CURVE
Duofold OVER-SIZE
With The 25 Year Point **\$7**
Duofold Jr. \$5 Same except for size Lady Duofold \$5 With ring for chatelaine

THE PARKER PEN COMPANY • JANESVILLE, WISCONSIN
NEW YORK • CHICAGO Manufacturers also of Parker "Lucky Lock" Pencils SAN FRANCISCO • SPOKANE



Red and Black
Color Combination
Reg. Trade Mark
U. S. Pat. Office

TO OUR
EMPLOYEES

A
Merry
Christmas

from the
management

THESE CONCERNS
and dozens like them are
using Duofold to stimu-
late business.

Loose-Wiles Biscuit Co.
Long Island City, N. Y.

Northwestern Mutual Life
Insurance Co.
Milwaukee, Wis.

S. D. Warren Co.
Boston, Mass.

Armstrong Cork & Insu-
lation Co.
Pittsburgh, Pa.

Foulds Milling Co.
Chicago, Ill.

International Correspon-
dence Schools
Scranton, Pa.

Scholl Mfg. Co., Inc.
Chicago, Ill.

Missouri State Life
Insurance Co.
St. Louis, Mo.

The Studebaker Corporation
South Bend, Ind.

Colgate & Company
New York, N. Y.

Equitable Life Insurance Co.
New York, N. Y.

Guaranty Trust Co.
New York, N. Y.

Remington Typewriter
Co., Inc.
New York, N. Y.

DeVoe & Reynolds
Co., Inc.
New York, N. Y.

Rivals the
beauty of the Scarlet
Tanager

MAIL THIS

Parker Pen Co.,
Industrial Dept.,
Janesville, Wis.

You may send us full details of your Industrial Gift Plans
and quote special discounts on Duofold Pens in quantities.

Concern Name

Attention of

City.....State.....

Do You Like to Be in Good Company?

Here are just a few of the important National Advertisers using space regularly in The Christian Science Monitor;

Swift & Company
Pepsodent
Nucoa
Naiad Dress Linings
Lea & Perrins' Sauce
Merode Underwear
Armand Cold Cream Powder

Aunt Jemima's Pancake Flour
Carbona
Vital Vacuum Cleaner
Riddle Lighting Fixtures
Sanitas Wall Covering
Novo Engine Co.
Morse Chocolates

Banks and Investment Houses

Dillon Read & Company
New York
Old Colony Trust Company
Boston
Alexander Brown & Sons
Baltimore
Lee, Higginson & Company
Boston

Illinois Trust & Savings Bank
Chicago
Union Trust Company
Cleveland
Kidder, Peabody & Company
Boston
The Hellman Bank
Los Angeles

Automobile Manufacturers

The Willys-Overland Co.
White Company

Reo Motor Car Company
Ford Motor Company

Railways, Steamship Lines, Tours

Cunard Anchor Lines
Holland America Line
French Line
Los Angeles Steamship Co.
United States Shipping Board
United Fruit Co.
Thomas Cook & Sons

Union Pacific
Rock Island
Wabash Railway
Santa Fe Lines
Chicago, Milwaukee & St. Paul
Ry. Co.
International Mercantile Marine
Raymond & Whitcomb

Hotels and Resorts

Plaza, New York
Bowman Hotels, New York
Copley Plaza, Boston
Hotel Belgravia, London
Linnard Hotels, California
Hotel Cleveland, Cleveland

Blackstone and Drake Hotels,
Chicago
Chicago Beach, Chicago
Canadian Pacific Railway
Hotels
Florida East Coast Railway
Hotels

Ask these advertisers why they are in the Monitor, and they will tell you it is because this International Daily Newspaper returns dividends on advertising investments.

The Christian Science Monitor

Published in Boston and Read Throughout the World

Branch Advertising Offices in New York, London, Chicago, Cleveland, Kansas City, San Francisco, Los Angeles, Seattle

the plan was in operation as against two thousand a month increase of the two other plants.

"To add interest in the work and to put the thirty-two salesmen in the right sort of fighting spirit at this one plant, the bonus plan was based on the horse race idea, not a new one in sales work, but one that always seems to gain and hold the interest of the salesmen.

"When it was decided to pay a bonus on Malted Milk Bread, each man's sales in pounds was taken as the starting point, as will be seen in the picture. His sales in pounds are chalked up next to his name. From that point on, the salesman races against his own record. Thus, if his sales run below a thousand pounds on Malted Milk Bread, he is paid even money, and if his sales run over a thousand pounds he is paid two to one, and if over two thousand, three to one.

"For every fifty pound increase, the salesman's horse, which is represented on the board by the picture of a race horse in action, is advanced one notch. These pictures are printed on thin cardboard and are easily attached or detached from the board.

Four Teams in the Race

"The thirty-two salesmen have been divided into four teams, the leading salesman in each team serving as a team captain. For his work in supervising his team, the captain is paid twenty-five per cent of bonus money earned by the team he leads.

"Bonuses are paid thirty days after earned, and to make it easy for each man to keep track of his bonus, he is given at the end of each week a jockey ticket which is in the effect of a check for his weekly bonus earnings. At the end of thirty days, he presents his ticket at the cashier's office and exchanges it for cash. A leather case is given each man to carry his bonus ticket in so that he may show it to his customers and thus win their cooperation in helping him to boost his bonus.

"That our methods have been successful may be seen from the growth of the Livingston Baking Company which started in 1913, with seven salesmen and one small plant, turning out apparently \$2,000 worth of bread a week. Today we have one hundred and forty salesmen, three plants, and have increased sales nearly forty times."

One Big Sunday Newspaper Covers OKLAHOMA

FOR many years, Oklahomans have registered an emphatic preference for The Sunday Oklahoman.

Quite naturally, they would much rather buy their own big Sunday newspaper than "outside" publications which go to press the middle of the week preceding date of issue. The Oklahoman is the only newspaper printed on Sunday which reaches any considerable portion of the state in time for Sunday reading. It has nearly double the circulation of any other Oklahoma Sunday newspaper; it is read by every fourth person in the entire state. As you would expect, more advertisers—both national and local—are using the Sunday Oklahoman today than ever before.

The Sunday Oklahoman and The Oklahoma City Times—purchased at a low combination rate—will carry your message into all the homes of Oklahoma City; into nine out of every ten homes in Oklahoma City's "half-million" prosperous market, and into one out of every three homes in the state. An inquiry will bring you detailed and interesting information concerning Oklahoma and—

"Oklahoma's Greatest Newspapers"

The **OKLAHOMAN & TIMES**

MORNING—EVENING—SUNDAY

E. KATZ SPECIAL ADVERTISING AGENCY

New York Chicago San Francisco Kansas City Atlanta



In April, 1889, the area now comprising the state of Oklahoma was without farms, cities, schools, roads or any considerable proportion of white people. Oklahoma's creditable standing among the other great commonwealths today is, therefore, truly remarkable. Oklahoma is, in fact, "The Miracle State."

For the four-year period, 1920-23, Oklahoma ranks, among all the states, *first* in the production of crude petroleum, *first* in the production of broomcorn, *first* in the production of zinc, *second* in the production of lead, *second* in the production of ka-firs, *second* in the production of grain sorghums, *third* in the production of winter wheat and *fourth* in the production of cotton.

Of the states in the South Central group (Louisiana, Mississippi, Alabama, Tennessee, Kentucky, Arkansas and Oklahoma—excluding Texas because of a land area nearly four times as great) Oklahoma ranks

F-I-R-S-T

- in winter wheat
- in oats
- in poultry
- in farm land
- in value per farm
- in farm machinery
- in live stock
- in farm tractors
- in silos
- in motor cars per capita
- in road mileage

In this South Central group (excluding Texas) Oklahoma ranks *second* in the production of cotton and *second* in value of dairy products.



For all kinds of fine printing

MILLIONS upon millions of printed pieces have been produced this year on Foldwell. Included in the long list are such jobs as catalogues, sales manuals, house organs, booklets, broadsides, posters, hangers, envelope enclosures, folders, brochures, and illustrated sales letters.

Among all folding coated papers this sheet holds a commanding position in the eyes of the country's leading printers and advertisers. This should suggest to you that for printed artistry and lasting charm your logical paper choice is Foldwell. When you want to experiment with samples we will gladly supply them.

Folding Coated Book

Folding Coated Cover

Folding Coated Writing

CHICAGO PAPER COMPANY, Manufacturers
Desk 12—821 South Wells Street, Chicago • Nationally Distributed



FOR ALL KINDS OF FINE PRINTING

Cleveland Auto Men Grapple With Used Car Problem

Cooperative Plan of Marketing Used Cars Said to Be a Success After Results From Month's Trial are Tabulated

ALTHOUGH organized and put into effect at the tag end of the automobile selling season the new plan of selling and advertising second-hand cars, inaugurated September 1st by the Cleveland Automobile Manufacturers & Dealers Association, is said to be responsible for a partial solution of the second-hand problems of a number of dealers who have cooperated with the association in putting into effect the ideas and plans suggested.

Edward Payton, who with Herbert Buckman, manager of the association, sponsored the plan, explains the situation which confronted the Cleveland dealers prior to September when the cooperative plan was started. "Forty Cleveland dealers have been spending an average of \$40,000 per month to advertise their used cars. They have entered into a great buying contest among themselves to see who can buy the greatest amount of white space in the daily papers—and perhaps put the poorest selling message into that white space. We are beginning to eliminate the bad features of this contest by purchasing white space cooperatively; and again, we are placing real selling messages into the white space. We intend selling the used car as an article of merchandise, which it is, frequently offering more for the dollar invested than any new car offers.

To Sell Better Used Cars

"We have made a beginning towards standardizing our products. If the used cars, which our members have ready for sale are good cars, of standard make, in good condition and honestly priced, they receive the seal of the Used Car Bureau, and a tag signed by the inspector certifying to the condition of the various units of the car."

Study of the analysis of new and used car advertising which has been prepared by Mr. Payton shows some interesting figures that indicate how some dealers are using so much of their advertising appropriations to move used cars that the gate is wide

open for competition to come in and make a successful raid on new car business by devoting the bulk of their advertising appropriation to new car advertising.

Not all of the members of the association have given their wholehearted cooperation, but, it is stated, those who have cooperated have obtained much better results with their used car departments, and have been able to hold September sales much nearer the high water mark of May than others whose advertising appropriation has gone largely to the used car department.

The Results of Cooperation

Comparison of figures of various records for May and September show that one dealer, selling a car in the thousand dollar class (for roadsters), sold 118 cars in May, yet dropped to thirty-three in September. It is claimed that one of the reasons behind this slump is due to the diversion of the advertising appropriation to used cars in September. This dealer invested approximately \$800 in new car advertising in September, against \$3,000 in used car advertising in September.

Contrasted with this record another dealer in cars in the same price range sold thirty-eight cars in May and thirty-three in September. He invested \$2,900 in new car advertising, against \$300 in used car advertising. It is claimed that he is buying his old cars right, and that he is following the suggestions of the association carefully, and cooperating in every way with the group advertising plan of the association.

Five dealers who could not see the advantage in working with the association sold, in September, an average of but forty-one per cent of the number of cars they sold in May—four dealers who work in cooperation with the association sold an average of eighty-eight per cent of the number of cars they sold in May.

Carrying the comparison further; there are two lines of cars handled in Cleveland which are known to be

In Your Estimation

What group of consumer prospects represents greater buying power than those who compose the automobile owner list? There are now

**14,000,000
Automobile
Owners**

in the United States, and Donnelley has listed them all

- by town, county and state
- by make of car
- by street address
- by R. F. D.
- by passenger car and truck
- by fleets

and every other manner practicable for business purposes.

Send for our new 24-page booklet "Automotive Markets and How to Reach Them." It tells all about these lists and about other features of our service—statistics, market analysis, advertising counsel, mailing service.

You will find the booklet interesting and instructive. You will find our services complete and thorough with prices fair. Let us know your requirements.

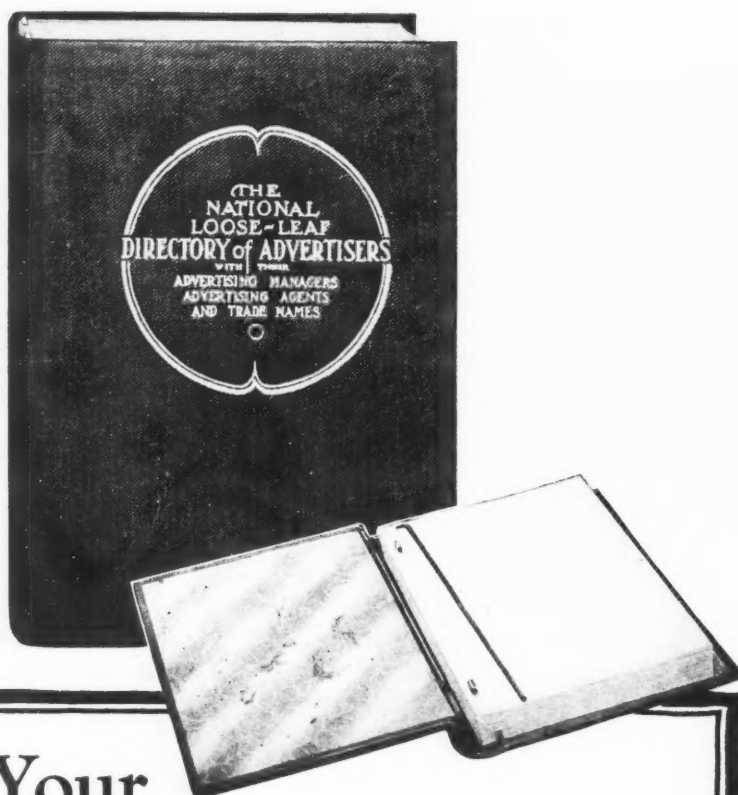
**The Reuben
H. Donnelley
Corporation**

652 S. State St.
Chicago

Nevada, Ia.

28 West 23rd St.
New York

Correspondence to Nevada



For Your Loose-Leaf Catalog

A new type of binder with the compactness of a sewed book

YOU can't tell it from a bound book—has the appearance and compactness of a bound volume. Light in construction, convenient to operate. Equipped with two curved rectangular posts, covers attached with steel rods at top and bottom. Admirably adapted for Catalogs, Price Lists, Bulletins and similar uses. The Cesco Rod Binder has been selected by many representative concerns after thorough and careful investigation of other types on the market. Can be made in any size and style of binding, stiff or flexible covers, in any thickness.

May we send this Booklet?

If you are considering a loose-leaf catalog it will pay you to get our booklet containing valuable information on catalog work. It illustrates an extensive variety of loose-leaf devices for catalogs. Shows types and grades for all purposes. From this assortment may be

selected binders suitable for Dealers' Catalogs, Salesmen's Catalogs or Customers' Catalogs, as well as covers suitable for Sales Manuals, Data Books, Desk Price Lists, and for all Sales Department requirements. It will gladly be sent on request.

The C. E. Sheppard Co.

Manufacturers of **Cesco** Binding Devices

260 Van Alst Ave.

Long Island City, N. Y.

highly competitive—both factories putting out what is popularly known as a "line" of cars, with a fairly wide range in prices. One of the dealers sold an even hundred cars in May and seventy-nine in September, investing \$2,800 in new car advertising in September, and \$400 in used car advertising. By devoting the bulk of his advertising to new cars he sold seventy-nine per cent of the number of cars in September that he did in May. The competitive dealer sold fifty-one per cent of the number of cars in September that he did in May—investing forty per cent of his total advertising in an effort to move the used cars on his floor.

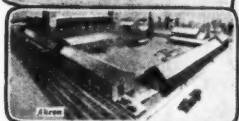
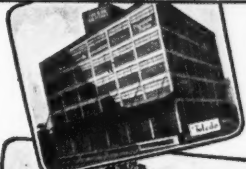
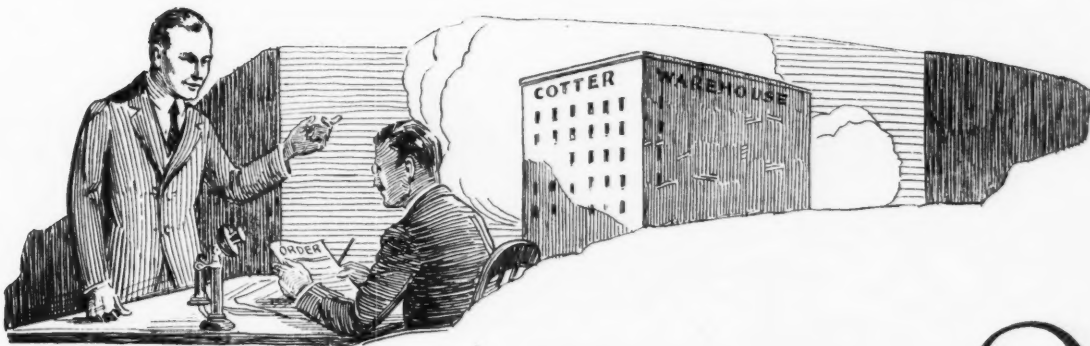
Other Cities to Try Plan

The Used Car Bureau of the Cleveland association is trying to do four things; first, to create a standard for the used car to be sold; second, to maintain an inspection bureau to see that the standard is lived up to, or bettered; third, to brand or identify these standard used cars; fourth, merchandise the brand, and set it above and apart from the ordinary run of used cars sold by irresponsible brokers.

The plan has been adopted by the National Automobile Dealers Association and it is stated that they expect to sponsor it in every large city in the country. The cooperative advertising is said to be pulling excellent results. A full-page newspaper advertisement in October brought forty prospects by mail, in addition to those calling at show rooms of the various dealers.

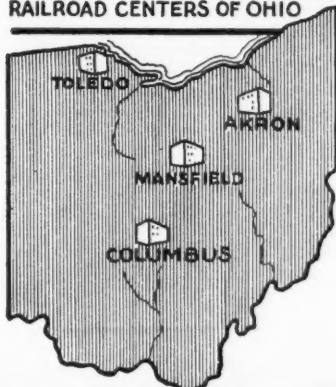
All of the members of the association have not joined in the cooperative advertising which has been done so far. But if the results which those who have cooperated may be judged as a criterion, it is claimed that it will be but a short time until the majority of the members will devote considerable of their used car appropriations to the cooperative advertising handled by the association.

The five dealers who spent the least to advertise used cars allowed the association to use an average of forty-three per cent of their total used car advertising expenditures, while the four dealers who spent the most and sold the lowest percentage of cars in September, as compared with May, allowed the association to spend an average of but two and a half per cent of the total of their used car advertising appropriation.



Cotterage
FOR CENTRAL STATES
DISTRIBUTION OF MERCHANDISE

OPERATING EIGHT MERCHANDISE
WAREHOUSES LOCATED IN THE
RAILROAD CENTERS OF OHIO



Where, How and WHEN?

—and the greatest of these is *WHEN*

Selling is one problem.

Delivery is another.

But the importance of delivery to sales is vital especially to new business.

Your Traffic Man can no doubt ship the order from the factory at once and in the form it is wanted but—will it reach the customer *WHEN* he wants it?

Territorial distributing service solves the “*WHEN*” problem.

Cotterage is the solution for the Central States.

Your goods in any or all of our four points of distribution places it in the “immediate delivery” class. You have virtually a private territorial warehouse and your stock is subject to immediate movement and store door delivery in large or small lots by your order.

Are you increasing your good-will and new sales by being equipped to say: “We will fill your order as specified today—the goods are in your local warehouse?” Cotterage enables you to say that. It solves the *WHEN* problem for manufacturers selling the Central States and is true sales economy—investigate it more fully.

*Your Traffic Manager is interested in Cotterage
Talk it over with him*

The W. Lee **COTTER WAREHOUSE Company**
Established in 1882
Akron, Columbus, Mansfield and Toledo
Executive Offices at Mansfield, Ohio



Where is the Income Dead

IN June every year, the Commissioner of Internal Revenue publishes a little gray book.

To the layman it appears a cold, unromantic, colorless, figure-heavy affair. But to him who has the world's goods to sell, there is romance on every page and color to the left of every decimal point.

The Annual Report of the Commissioner to him who does his selling scientifically, is the finished portrait of collective America taking her bulging purse to market.

For the figures on America's pay-check govern our standard of living. No system of caste the world over is more rigid and inflexible upon the habits and manners of a people than the American family income upon its recipients.

Expenditures Made to a Pattern

One of the most striking and significant points about this domination by the pay-check is the consistency and uniformity with which families of like incomes plan like expenditures of them.

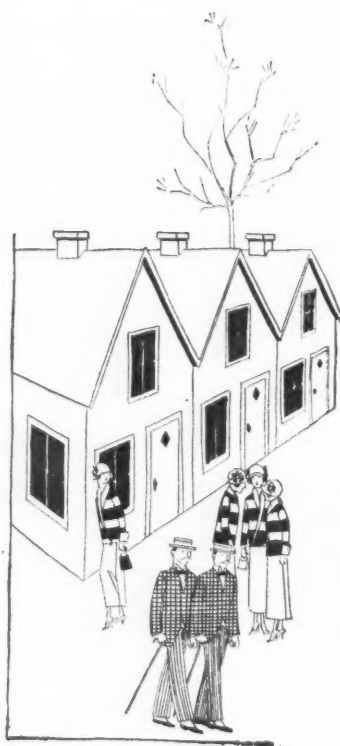
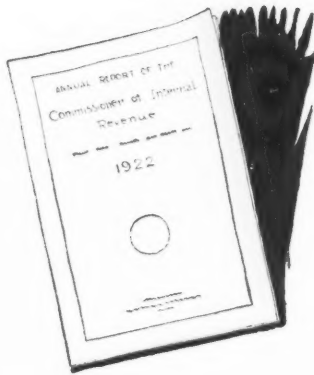
Here and there occurs a variant from type, but on the whole the law of average continues inexorably at work; people of the same incomes, whatever their class, live in homes that look alike, eat foods that taste alike, wear clothes that are cut alike—are standardized, uniformed and regimented.

Some social commentators profess to find ground for concern in this submersion of the individualities of Americans—perhaps not without justice. But whatever the social aspect of the tendency, the economic consequences are plain; that once past the level of subsistence *each succeeding income class opens up new markets for merchandise.*

And so the report of the Commissioner of Internal Revenue becomes of especial significance as it is studied in connection with family budgets. Once it is realized that American families budget identical incomes with practically unvarying consistency, the determination of markets becomes largely simplified to a problem in mathematics.

The real significance of purchasing power, therefore, is not the *total* dollars; it is the *marginal* dollars. People whose incomes are

doubled do not buy twice as much of the same things, they buy *new* things and better things. And so it becomes one of the first problems of the dead-li is open



The Blue List Method of C used exclusively Butterick

Solicitation by Telephone:

The solicitation of subscriptions for The Delin-eator and The Designer is conducted by telephone by staff representatives from the more than 15,000 dry goods and department stores that handle BUTTERICK and DESIGNER patterns



Call at the Store:

The subscription is taken conditioned upon the subscriber calling for her copy at the store. BUTTERICK and DESIGNER customers are habitually downtown shopping customers; and so are even better customers for their merchants and for advertisers who principally sell in the most active trading centers

Dead-Line in Your Market?

of the sales manager to determine the income dead-line at which the market for his product is opened.

Method of Circulation Building Exclusively Butterick Publications



Charge Customers:

The solicitation is addressed to the charge customers of these stores (and in some instances to lists of well-to-do women sought as charge customers by the merchants) all being obviously telephone subscribers; both points assuring the quality of BUTTERICK customers.



Where Is the Market Opened for the Things You Sell?

Wherever your market is opened, you may depend upon it that Butterick publications, The DELINEATOR and The DESIGNER, offer you a preponderant proportion of the quality prospects you seek.

Butterick Publications have not any monopoly of better class families—but their circulation is, practically all of it, drawn from among well-to-do people.

The Butterick Blue List Method of Circulation Building, by its very nature, draws its following almost exclusively from them.

Not that Butterick has virtuously elected to gather its following exclusively from the well-to-do. Butterick, like all other publishers, would cheerfully accept payment for its magazines from any prospective reader with the price.

But Butterick, intent upon the coincident building of circulation for its publications and better class prospects for Butterick merchants, has succeeded in building better class prospects for Butterick advertisers. It offers in its Blue List circulation these three distinguished advantages:

1. *Maximum reader interest:* women who subscribe by telephone, which is economical selling from Butterick's point of view; and since it is easily resisted selling, indicates a natural interest in Butterick publications on the part of Butterick readers.
2. *Downtown shopping customers:* women whose frequent shopping trips make them even better customers for Butterick merchants; and for the advertisers who principally sell in the most active trading centers.
3. *Quality customers:* for Butterick, for the store's merchandise, for Butterick advertisers.

These three major points about Butterick Blue List circulation insure the 3 major objectives of your advertising campaign:

1. quality prospects;
2. attention for your message;
3. sales for your dealers.

The Butterick Combination The DELINEATOR and The DESIGNER

New York



When you write Your Salesmen their New Year's Letter

Tell them how much you have appreciated their loyal efforts in 1923. Let them know you are grateful for the splendid business they have produced this year—and that you are expecting still greater things from them in 1924.

Then say that you are sending them a little remembrance—a handy little pocket companion which they will be proud to carry throughout the coming year.

Nothing you could give your salesmen this New Year's would please them more—nothing will be more useful than this inexpensive and convenient little book.

The Dartnell Salesman's Data Book for 1924

is an inexpensive little vest pocket personal record and memorandum book for salesmen. It provides space for keeping track of calls and call-backs, for recording sales and expenses, for listing prospects and customers. It shows a salesman how to reduce expenses without losing prestige, how to keep his health good, how to analyze his work and check up on his efforts.

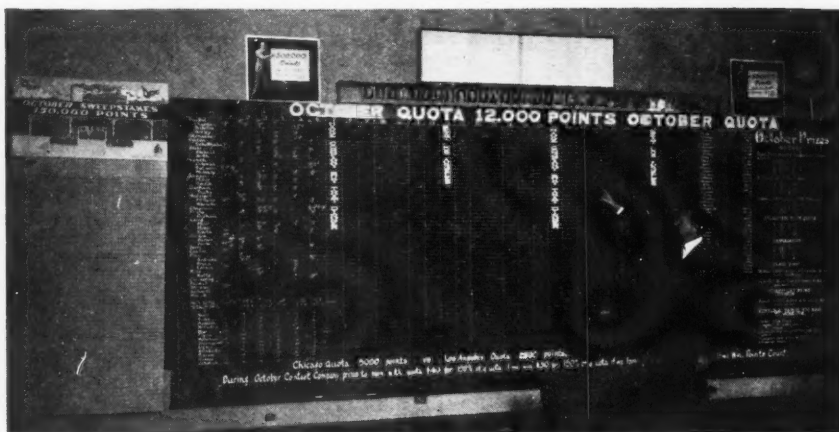
Hundreds of notable successful concerns furnish these little books to all their salesmen each year. The men carry and use them every day. Bound in beautiful Keratol and embossed in gold, with individual names stamped on each book if you wish.

**Sample Copy
\$1.00 on approval**

Send for sample copy today. Additional copies may be had at \$10.50 a dozen, \$75.00 a hundred, sixty cents a copy for 500, fifty cents a copy for 1,000.

Individual names stamped in gold on each book for 25c extra per book.

For Sale Only By
The Dartnell Corporation
1801 Leland Avenue
CHICAGO



This scoreboard kept the Chicago salesmen hustling

Salesmen Bury "Old Man Quota" in Exciting Contest

**Interesting Race Between Various N. C. R. Agencies
Boosts Sales Ahead of Previous High Water Marks**

A SWEEPSTAKES contest that resulted in the eclipse of all previous sales records for the National Cash Register Co., was carried out by that company during October as a beginning for a four months' intensive drive for a quota of 500,000 selling points, where a point is awarded for every \$25.

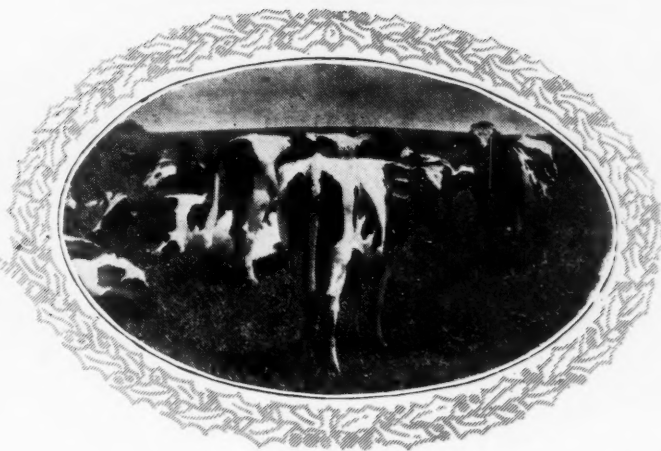
The automobile-race idea was carried out completely. When a salesman reached 150 per cent of his quota, he sent in a cardboard automobile (previously furnished by the company) with his name and city filled in, and this was posted on a scoreboard in the sales manager's office. To maintain interest in the contest, the "N. C. R. Sales Record," which is published once a week by the central office, was peppered with "race track" gossip from the teams, and profusely illustrated with pictures of the salesmen in the garb and pose of professional speed kings. It also carried detailed reports of the standing of individuals.

The total business turned in for October of 265,637 points against a quota set for the month of 150,000 points, indicates the intensity of the interest aroused among the salesmen in reaching the 150 per cent of personal quotas set by the company. In addition to the goal set for each salesman of 150 per cent of quota, various offices were paired against each other; Chicago

raced Los Angeles, New York opposed Boston, and St. Louis fought Philadelphia, for instance. This intensified the rivalry and started some good-natured scrapping among the agencies. The middle of the month found Augusta, Georgia, wiring Charleston: "You may win but if you do you'll have to eat more dust than there is in South Carolina." And Duluth, Minnesota, taunts its rivals with this message: "J. F. Rao, Joliet, Illinois. We like you, Joe, but we have determined to smother you and your team-mate with our dust right up to the finish."

The stimulation given to sales is indicated by the record of the Pacific Division in which Los Angeles hung up a record of 332.2 per cent of quota, and a total of 8,304 points. Many of the best personal records for salesmen during the year were made during October. Thirty-two men made better than quota for the month in Los Angeles. The Canadian Division, led by the office at Halifax, N. S., came in with 314 per cent of quota. October's record was 265,637 points for all offices against the previous high mark for a month's business set in May, 1923, for a total of 139,000 points.

Cash prizes were awarded to every man who made his quota. In the Chicago office \$40 was to be given each salesman who made 150 per cent of quota if Chicago beat Los Angeles, and \$30 if they lost.



It's Christmas Every Day for the Dairy Farmer

CHRISTMAS comes but once a year in the average home—and perhaps the most welcome gift of all is the check from Grandpa or Uncle Bill, affording a chance to buy something you want.

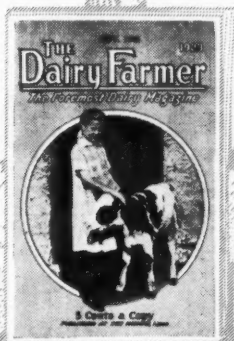
On the dairy farm, this sort of Christmas is an every day affair. Milk and cream are produced and sold—the crop harvested and marketed—dairy output goes

From Cow to Cream Check in 24 Hours

Dairy farmers have ready cash to meet the daily needs for farm, home and family. Their bank balances are constantly replenished by liberal cream checks. They know the pleasure of buying what they need, without worrying over the financial problems so often involved when city people are considering such purchases.

Are you devoting sufficient effort to the dairy market? **THE DAIRY FARMER** reaches 125,000 dairymen twice a month. May we send you a recent issue?

Our Bureau of Market Analysis is in constant touch with the dairy market. Write for definite information which applies to your business



THE DAIRY FARMER

E. T. MEREDITH, Publisher

Des Moines, Iowa

— OFFICES —

CHICAGO
J. C. Billingslea
Madison Sq. Bldg.
Tel. Cent. 0465

NEW YORK
A. H. Billingslea
342 Madison Ave.
Tel. Vanderbilt 5077

ST. LOUIS
A. D. McKinney
Syndicate Trust Bldg.
Tel. Olive 43

KANSAS CITY
O. G. Davies
Victor Bldg.
Tel. Harrison 1023

MINNEAPOLIS
R. R. Ring
Palace Bldg.
Tel. Atlantic 6271

TURNER BARGER
Advertising Manager
Des Moines, Ia.

The “Fertile Period”

THERE is a limited period in the life of every person during which the buying mind is exceptionally fertile—when it joys in a realization of its needs and goes-a-marketing with enthusiasm; when it is susceptible to new ideas and impressions; highly sensitized to suggestions of betterment in design and color, style and fabric, device and equipment.

In Chicago there is ONE evening newspaper that reaches young people—people under forty and those who THINK under forty—and that means reaching buying minds that are fertile—buying minds that can be indelibly impressed.

The Newspaper?

CHICAGO  AMERICAN

a good newspaper



Miss "Oldpencil" is laid to rest

Sales Pageant Helps Ingersoll Break Into Boston

Outdoor Pageant Startles Staid Old Boston and Wins Valuable Publicity for Pencil Company

THE pageant produced by the Ingersoll Redipoint Company and the Winchester Laundries, Inc., in Winchester, Massachusetts (suburb of Boston), on October 17th is said to have been one of the most elaborate productions of its kind ever produced to advertise and get publicity for a single product.

The pageant came as a result of a big order of Ingersoll Redipoint pencils which was sold to one of the leading New England laundries. When the order came in, Wm. H. Ingersoll realized that it offered a real opportunity to obtain some valuable publicity. But pencils don't lend themselves to carload shipments, so he couldn't use the time honored plan for putting signs on a train of box cars—nor could he hire a fleet of trucks to parade the town with signs on them, "This is one shipment of Ingersoll Redipoint

Pencils." So he hit upon another idea—that of a dramatic pageant which would tell in pageant form the story of mechanical pencils—and at the same time give the customer some advertising.

Here is the story of the order and the details of the pageant itself—how it was planned and put into effect:

The Winchester Laundries, Inc., located in one of Boston's suburbs, pride themselves on their cleanliness. The general offices are located across the street from the plant, in what used to be a church, and several of the members of the organization are trying to get the approval of the owners for a sign, CLEANLINESS IS NEXT TO GODLINESS, to be placed over the door of the revamped church. The laundry building is modern and fresh, ventilating devices and power machinery are of a type guaranteed to produce dust-

here's
help for the
sales manager
who needs an
"idea"



MANY a time when I was a Sales Manager I would have been mighty glad to have been able to say to some fellow confidentially, "Here, sit down with me and help me work out some new sales ideas."

You can put that job up to us. Our organization produces two things—sales ideas and printed ammunition to carry them through. Here's a proposition for you. Write a letter telling us what you are trying to "get across," and we will come back with selling ideas and a plan to help put them over.

Yours for

"Better Business with Better
Business Printing"

—R. J. HAUSAUER

President

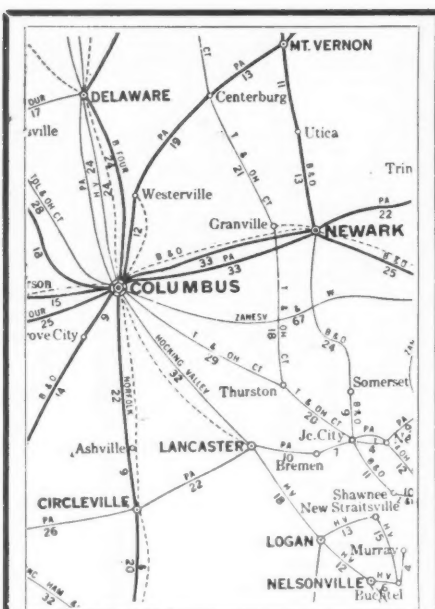
P. S. Tear out this reminder for
your steno.

MEMO FOR MISS TYPIST:

I've got a line on some new
sales ideas. Remind me to
write to

**BAKER - JONES -
HAUSAUER, Inc.**

45 Carroll St. Buffalo, N.Y.



Section of Ohio as shown on Blum's Maps

To Sell Goods "All Over the Map" Use Blum's Wall Map

Shows at a glance your entire selling territory. All unnecessary and confusing data omitted. Shows towns, railroads, distances between towns and all information to help you plan sales campaigns and route salesmen to best advantage.

Size 84x60 inches—mounted on cork linen, or compo-board—\$20.00 upward according to mounting. Pocket edition showing every town from 20,000 up—size 20x30 inches, 75c; 29x37 inches, \$1.50.

A Splendid Atlas

Blum's Commercial Atlas gives all information as to worthwhile towns, most effective routing, rates, connections, costs, etc.—a real necessity for the sales manager. Shows each state by itself. Full size linen paper edition, 17x22 inches, \$25.00. Junior edition, 12x14 inches, \$15.00.

Blum's Pocket Edition

Our pocket map is designed for the exclusive use of traveling men and shows the following:

- Railroad systems and distances between towns.
- It differentiates between main lines and branch lines.
- It differentiates, by means of type style, between towns of 25,000, 5,000 to 25,000 and less than 5,000.
- It gives the latest population of each town together with a key showing the location of the towns.
- It gives the leading commercial hotels and hotel rates.
- It classifies the towns—whether they are industrial, agricultural, university, suburban or mining towns.
- It gives the leading industries of each town in the order of their importance. Price 25c each—at Hotels and Stationers.

Ask for Catalog

BLUM MAP CO.
3 West 29th Street, New York City

less conditions, and cleanliness rules for the workers are strictly enforced.

But Frank Gilbreth, the efficiency engineer, found that there was one source of dust which had been neglected. The company uses hundreds of pencils in its several departments, and dust from the sharpening machines soiled the clothes. Wooden pencils were all right for most factories, but not for a laundry.

At this moment one of the Ingersoll Redipoint salesmen heard of the dilemma—and solved it for the laundry company with an order for 2,000 Ingersoll automatic pencils.

Mr. Ingersoll took his problem to Miss Leah Javney, an expert in staging advertising pageants, and she worked out a celebration in October which drew thousands of Ingersoll and Winchester Laundry prospects, reporters from seven Boston newspapers, an International News Reel photographer, and an Underwood & Underwood news man. The Ingersoll sales achievement "made" the newspaper front pages and metropolitan rotogravure sections—even in New York.

The papers gave this free publicity not through pull, not through any promise of advertising, but because an out-and-out commercial sales story had been given a slant which made it interesting and legitimate NEWS.

Results Were Pleasing

The pageant was used as a co-operative publicity stunt by the pencil company and the laundry. The "action" took place on the laundry's grounds, preceded by a parade—just like circus days—through the streets of Winchester. The scenario, briefly, was as follows: an executive of the laundry wishes to dictate. Miss Oldpencil and Mr. Automatic, stenographers, appear. Both are dressed in costume. Miss Oldpencil says, in rhyme—all of the speeches in the pageant are in the form of jingles—that although now thin and worn she has worked faithfully for many years, and that she deserves another chance. Mr. Automatic says that sentiment should be forgotten, but that he would relish a competitive test. So the race is on. They write along a hundred-yard tarpaulin, ruled to represent a stenographer's notebook. For fifty feet the race is even, but at that point Miss Oldpencil breaks her lead, and has to

enter a sharpening station. She comes out a shorter and sadder young woman—for she has lost a foot of her height. (This is accomplished by a smaller costume, and another and shorter girl.) Before the bottom of the page has been reached, Miss Oldpencil is forced to stop at four sharpening machines, and at the end she is a midget. Of course, Mr. Automatic is still vigorous and sprightly as he prances over the finishing line, while his rival, exhausted and worn down to a stub, falls in a faint.

Mr. Ingersoll Plays Mark Anthony

Trumpeters, jesters, rainbow girls, and pallbearers made up the cast of fifty-three people, all of whom were recruited from among the laundry workers. The laundry company's band played appropriate march music during the race—slowing down to a dirge when the procession reached the "graveyard of inefficient business methods." At each of the sharpening stations a realistic touch was added by the use of a hand bellows which blew pencil dust and shavings over the notebook as the rainbow girls pretended to turn the gigantic handle. To make sure that the crowd caught the thread of the story, the jingles were reproduced on placards which were held up as the leading characters spoke them.

Before Miss Oldpencil swooned she threw up her hands in a gesture of despair and said:

"If this good lead inside of me
Were only dressed in metal,
Like Mr. Automatic there,
My end they would not settle."

After she fainted they carried her off to the side. A crematory fire was lighted, and then the pallbearers brought the urn containing her ashes to the grave and William H. Ingersoll buried her:

"I come to bury Miss Oldpencil, not to praise her."

Mr. Automatic has proved his point.
'Twas fair, you were his judge.
And in this trial you all did see,
He left no shavings, dirt, nor smudge," etc.

At a recent meeting of the National Save the Surface Salesmen, in Chicago, plans were laid for educating the master painters, dealers and clerks in developing new business. It is planned to win their cooperation in putting on sales drives to overcome seasonal slumps in this industry.

The \$100,000 Worth of Business We Found Hiding in Our Card Files

A Salesmanager's Experience with a Remarkable and Simple Method of Multiplying the Business from any Given Number of Accounts.

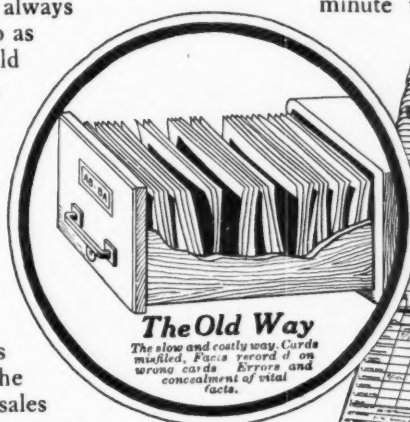
AS a salesmanager, I know full well that it's not always the getting of new accounts that builds up a business, but the *working* of the accounts you have. Therefore I've always made it a point to keep as well informed as I could on customer activity. What each customer was doing, what and how much he was buying from us, whether his orders were increasing or decreasing—these and a half a dozen other points I found decidedly advantageous to have at hand for the purpose of intelligent sales work. In fact, I was so strong for the recording of this information that I took it upon myself to design a special card for our customer files.

I was quite well pleased with my record-keeping—so much so, in fact, that when a certain gentleman one day maneuvered his way into my office only to open up on me on the subject of sales records I was not slow to tell him that I had a perfectly satisfactory system.

"But *have* you?" he countered, quickly following with a couple of questions I could not turn a deaf ear to.

"Name one of your customers, any one" he said. I gave him Smith Bros., of Oshkosh. "All right", he continued, "how quickly can you give me the status of this account? How quickly can you tell me how much Smith Bros. bought of you last year? How much last month? What items they bought most of? What item, if any, they bought none of? How the various figures for this year and this month compare with foregoing periods?"

"I'll have the dope for you in a minute," I said, and called the lady in charge of the records. But, to my discomfort, I'll admit, it took considerably over a minute to locate the card—



for all Records

Sales, Stock, Credit, Employee, etc., etc. Acme Visible Equipment—unlike any other—flashes to your eye, your sales conditions, stock conditions, credit data, employee records,—flagging your attention to the things that need your attention. They cut costs and add to profits.

and when I did get the card I was astonished with the facts it presented. *We hadn't sold Smith Bros. a dime's worth of goods in three months, and we should be making regular monthly sales and deliveries!*

"Here is the trouble" said my friend not unkindly, "your records *hide* the very facts you want constantly flashed before your eyes." How much other information of vital value do you suppose we concealed in those drawers? Then he proceeded to show me the difference in another way of record-keeping.

"Just try this new method out for awhile and see how much business you've been losing," he said. I could see from the very first that his method was the one for efficiency.

Every card was in sight—within 3 seconds of my finger tips. Everything pertaining to customer and sales activity was visualized before me—my eye flagged automatically to the facts needing attention. In short, a bird's-eye view of every factor of my sales work.

I lost no time in transferring all my records to this new visualizing equipment, and the results were nothing short of amazing. We cut our record-keeping costs two-thirds. We added at least 25 per cent to the efficiency of our sales work. In fact, I'm willing to state that we got at least \$100,000 worth of business out of our accounts we would never have gotten under the old system of record-keeping. This Acme System, as it's called, permits intensive sales work that is not possible under any other method of record-keeping I've ever seen. That in itself is worth a lot.

The New Way The Acme Way

1. Every card in sight (overlapping arrangements).
2. Within 3 seconds of your finger-tips.
3. Write on either side of card without removal from frame.
4. If removed, cannot be mis-filed (errors entirely avoided).
5. Your entire business visualized before you.
6. Your file clerks' capacity tripled (two-thirds of the payroll saved).
7. Your present card records easily transferred to Acme Equipment.
8. Simple color signal systems flag your eye to conditions needing attention.

Make This Efficiency Test of Your Records

How about your records? We have an interesting test you can apply to your sales records, stock records, credit records, employee records, in fact to any sort of records, that show you in a few minutes just how efficient your particular record-keeping is. This test is sent prepaid and free with a copy of our catalog describing ACME VISIBLE RECORD EQUIPMENT in full. Your name and address in the coupon below will bring you this information.

Acme Card System Co. SM-1223
114 South Michigan Ave., Chicago, Ill.

— Please send us your test of record-keeping efficiency and your catalog.

— Please have representative call.

Name

Address

By

ACME VISIBLE CARD SYSTEM

The highest advancement in record-keeping

The Acme Card System Company

114 South Michigan Avenue

Dept. SM-1223, Chicago, Ill.

Branches in Leading Cities

A City that is set on a hill cannot be hid

A package that is set on a counter before the eyes of the buyer cannot long remain concealed.

But who wants to hide it when, as everyone knows, goods well displayed are half sold.

Other things being equal, people buy what is made easiest for them to buy. It is certainly easy to select goods contained in attractive, individual packages---neatly displayed ready to the buyer's hand.

Present your product to the public in U. S. Silent Salesmen Display Containers.

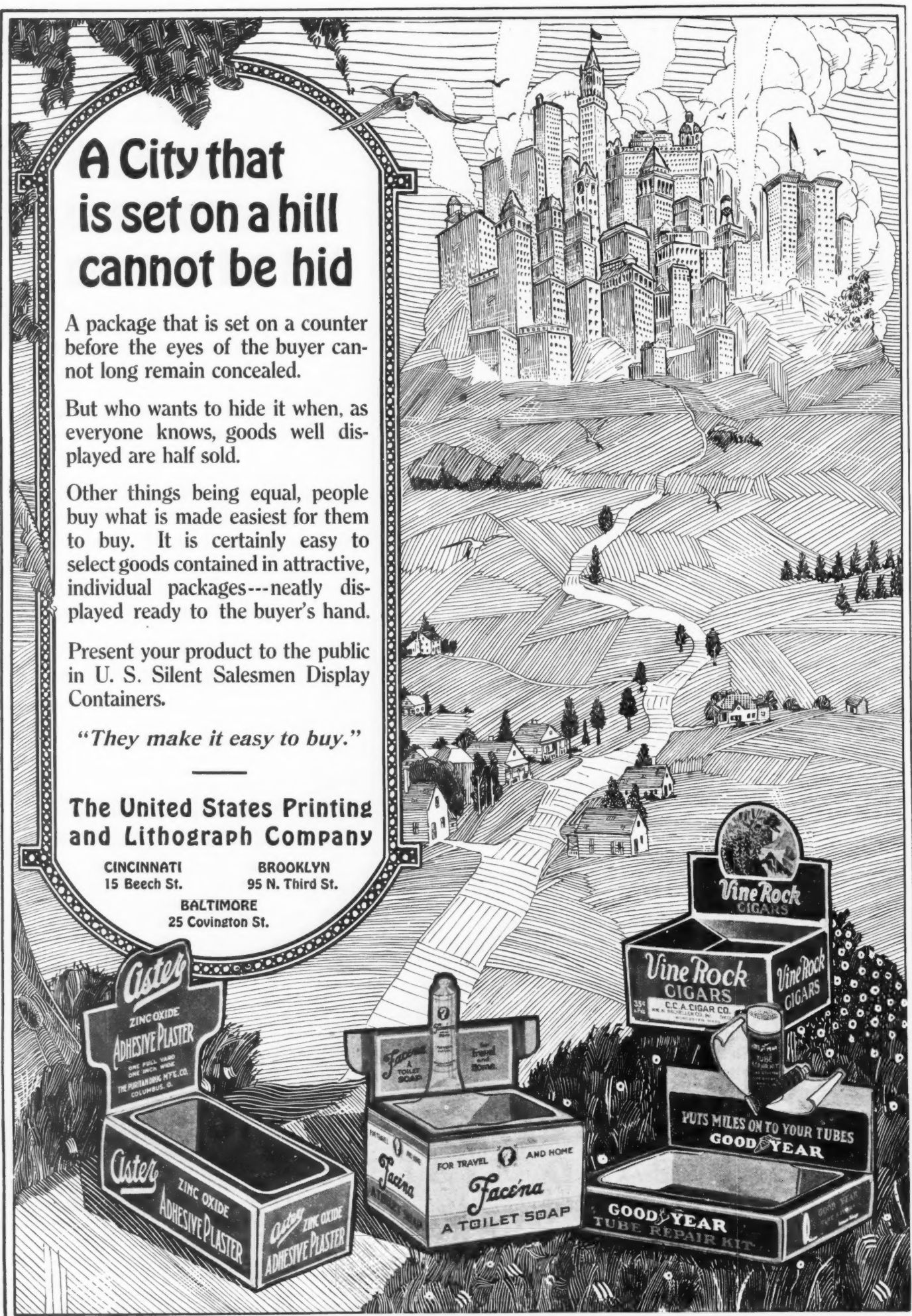
"They make it easy to buy."

**The United States Printing
and Lithograph Company**

CINCINNATI
15 Beech St.

BROOKLYN
95 N. Third St.

BALTIMORE
25 Covington St.



How Armour Salesmen Back Up the Advertising

By J. S. Older
Armour & Co.

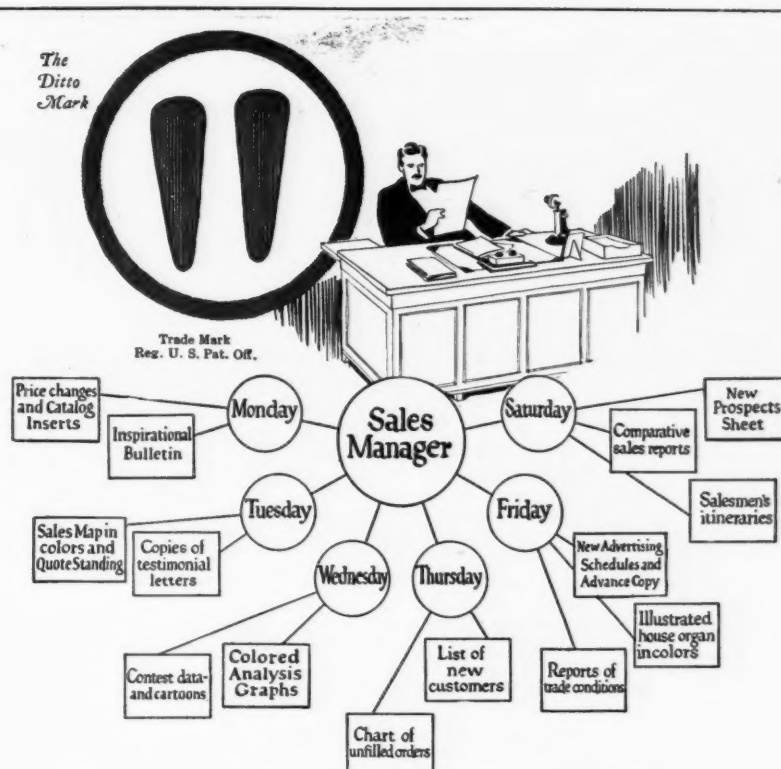
LAST fall, the executives voted \$150,000 for a special butter campaign in some of the eastern cities, in thirty-five towns, to be correct—that is, for newspaper advertising. We didn't want to go ahead and simply do newspaper advertising, because then we would be doing what everybody else is doing. Consequently, before we seriously thought about the type of newspaper advertising that we were going to do, we devoted every possible effort to finding out what we could do in the way of merchandising.

After considerable investigation, we decided to start with the product itself. A circular printed in four colors merchandises the plan to salesmen and dealers. In the first place, we get an interest in the package. On the inside of the package, we printed a design for doll furniture cut-outs, so that the youngsters in the home, once a package of Cloverbloom butter got into the home, would insist that the mother buy this butter repeatedly. Within the past few weeks, the first butter cartons have gone out containing these designs on the inside of the carton.

Reaching the Children

To merchandise that, we also had a large Cloverbloom cottage which the youngsters can use in making use of this furniture. These cottages cost us approximately sixteen cents each. Yet we are sending those out for only two coupons taken from a Cloverbloom carton—just cut off the end and six cents in postage. In other words, we are giving away sixteen cents, the total cost of the cottage, and only ask that we be reimbursed for the postage, so as not to get too many requests. As an initial order, we have ordered thirty thousand of these cottages. We know that this plan is going to be successful, because we have tried it out.

As a further support we have a window display which we offer the dealer. This window display consists of about twelve to fifteen different pieces. It has a three-panel



Ditto keeps Salesmen "On their toes"

As a Sales Manager, you know the things your boys "on the firing line" are up against. You, more than likely, have been there yourself. And you know what a difference there is when "headquarters" shows sincere, personal interest in your daily work.

That's why successful Sales Managers make every effort to maintain personal contact with the individual salesman. And that's why so many of these executives have found DITTO an invaluable aid.

For DITTO provides the mechanical means of imparting constant inspiration and stimulation throughout the sales force. The Sales Manager's suggestions, directions, and encouragement are broadcast with the greatest possible speed. Ginger letters, contest bulletins, sales graphs, quota standings, comparative reports—all these things can be distributed inexpensively and swiftly with DITTO.

And there's a real difference between DITTO messages and the ordinary printed or type-written letters or forms. For with DITTO there are hundreds of unique ways of presenting data in such a manner that it has the real personal touch. The Sales Manager's own handwriting, for example, may be reproduced in facsimile, directly from the original. Drawings may be introduced, colors can be used. Sales letters prepared the DITTO way have punch and provide a certain means of maintaining that personal contact between the Sales Manager and his men.

No matter what you sell, no matter how large or small your sales organization may be, you can increase the efficiency of your staff by adopting DITTO. Let us show you how other organizations are saving time, and money, by DITTO methods. Just clip the coupon—pin it to your letterhead—and mail it today.

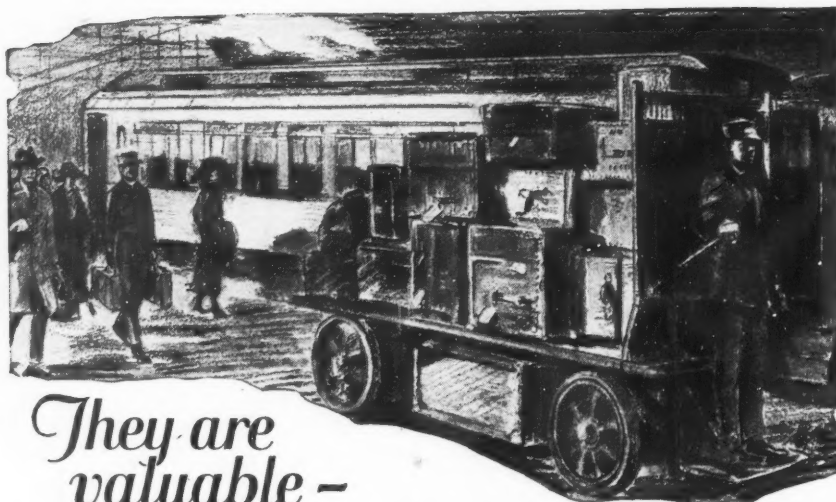
DITTO, Incorporated
5th Floor, 530 So. Dearborn St., CHICAGO
Ditto Systems Offices In All Principal Cities

Ditto

THE MACHINE THAT
ELIMINATES REWRITING

This is DITTO—a machine that eliminates rewriting. In a few moments DITTO produces up to 100 exact, legible copies of all or any part of the original. The original may be typed, written, or drawn with pencil or pen, or even printed. Any combination of these means, as well as various colors, can be used. Each copy is a facsimile—no chance of errors. DITTO makes these copies, direct from the original, upon practically any size paper or cardboard up to 18 by 34 inches. There's no stencil to cut, no carbon paper to pack, no type to set. Any bright boy or girl can operate DITTO. And DITTO copies cost only a few cents a hundred!

84-12-25
DITTO, Incorporated
5th Floor, 530 So. Dearborn Street, Chicago, Ill.
Give us full facts regarding Ditto. Send the Ditto
Name _____
Firm Name _____
Address _____
Nature of Business _____



*They are
valuable -
insure your salesmen's samples*

SALESMEN'S samples are valuable. They represent investment. Insure them against loss from fire and the risks of transportation.

A North America Commercial Travelers' Policy will protect the samples of one salesman or the sample lines of an entire force, at a small cost.

The wise sales executive and the efficient salesman always carry Sample Insurance.

*Investigate today. Tomorrow
may bring you a loss*

Insurance Company of North America

PHILADELPHIA

Founded
1792

"The Oldest American Fire and Marine Insurance Company"



Insurance Company of North America, Third & Walnut Streets, Philadelphia, Dept. X 12

Name _____

Street _____

Pin this coupon
to
your letterhead

City _____ State _____

Wants Information on Commercial Travelers' Sample Insurance

background, a dairy scene. Then there are the individual pieces of furniture as they are cut out from the carton. You have the Cloverbloom cottage. You have an extra cut-out of youngsters, an extra cut-out of a tree and a table, and show a couple of youngsters at play.

In this circular we merchandise the entire campaign, tell the dealer about the sales plan, the unusual window display, the cut-out, how the cottage stimulates desire for the cut-out furniture, two large advertising show cards (I didn't mention those before), envelope enclosures and package inserts, and then we talk about the good-will of children as being important.

That circular is printed in color. It is sent only to salesmen, but we have over twenty-five hundred salesmen, so we print literature, direct mail literature, perhaps three or four pieces every week, to go to the salesmen.

What One Salesman Did

Recently we had a newspaper campaign scheduled in eighty-five cities. This campaign was on ham, lard and bacon. Within the past month, we scheduled a lard ad in an Ohio town. This lard ad was to incorporate the names of the local dealers. I said an Ohio town, but I meant all the eighty-five cities, but this Ohio branch manager took exception to the ad. He said he did not want the ad. He said he had only two dealers in the town handling Simon Pure Star Lard—that is a pure leaf lard of an exceptionally high quality.

When we got the wire, instead of accepting it, we wrote him a very nice letter and told him that the ad had been prepared at the suggestion of our executives, and that it was up to him to make the best of this situation. Then we outlined a complete plan whereby he could use his consumer letters, his booklets, his recipe folders, his store signs, his window trim, and his other dealer helps.

As a consequence of this intensive merchandising effort, when this ad came out two weeks later, it contained the names of over eighty dealers who were induced to stock lard on the strength of this advertising material, when previously the branch manager had wired in and said he had only two dealers in the town and couldn't get any more.

GOOD HOUSEKEEPING & STRATEGIC MARKETING

"WE BELIEVE that advertising has developed to a point where both those who practice it and those who utilize it in their business are beginning to outgrow the old conception of advertising. They are faced, not merely with advertising problems, but with marketing responsibilities."—From an editorial in the first issue of Advertising Fortnightly.



Reaching the Nation Through Its Trading Centers

By A. H. DEUTE
Gen. Sales Mgr., Borden Sales Co.

Dotted over the map are a number of towns which cater to the merchandise wants of the surrounding territory and are known as trading centers.

In the sale of condensed and evaporated milk through jobbers, it is natural that our first step in distribution is to cater *intensively* to the strategic cities or towns which attract to their stores the patronage of the better class families, and whose wholesalers radiate into the adjacent territory to supply merchants in the smaller towns.

We believe that the most economical plan of distribution is to dominate a market of the kind of people who influence the buying habits of their neighbors, and reach those centers of population through which flows merchandise to the surrounding territory.

We advertise in Good Housekeeping because we regard it as the trade paper of the housewife.

—GH—



How will the women vote at the next Presidential election? It will be the second Presidential vote since the adoption of the suffrage amendment and any forecast of this balloting should be of the greatest interest. That is why Good Housekeeping is conducting, at the present time, a ballot among the 1,500,000 members of the General Federation of Women's Clubs. So far, the first four candidates, in the order of preference, are as follows:

Coolidge
Ford
McAdoo
Hoover

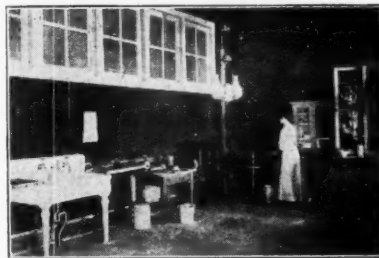
The results are changing from day to day. Watch the newspapers for the figures.

—GH—

Says Earnest Elmo Calkins: "You cannot perform any stunt so stupendous that it will permanently sell your product. Advertising is a day-in and day-out proposition. It does not need to be startling, but it must be continuous."

During 1923, 170 advertising agencies used 429 lines or more in Good Housekeeping. One advertising agency jumped from 39th place to 12th. Another agency advanced from 81st place to 14th. 12 agencies used more than 10,000 lines each. The names of the agencies together with their three-year records will be sent upon request.

—GH—



Fifteen years ago, Good Housekeeping Institute was started in the single small room shown above, with a staff consisting of a culinary editor. Today Good Housekeeping Institute occupies two entire floors. It has a well equipped laundry, cooking, engineering and research laboratories.

We have recently published a rather unusual book "The Story of Good Housekeeping Institute" which tells how the manufacturer of worthy merchandise is aided by the Institute. We will be glad to send a copy of this book to executives on request.

—GH—

A food product manufacturer started a campaign which included all of the larger women's magazines as well as some magazines of small circulation. The campaign was designed to produce inquiries.

From the start, Good Housekeeping produced more inquiries than any other magazine on the list. The last insertion of the schedule appeared in October issues, and on October 3rd, both the agency and the advertiser have gone on record that Good Housekeeping pulled most inquiries, regardless of circulation.

Furniture

In New York State, there are 1,485 furniture stores listed. But 331 of these stores are located in communities too small to support real furniture stores. They are actually undertakers, hardware dealers, general stores and dry goods stores. If you attempt 100% distribution, 22% will be practically wasted.

This is the kind of marketing information our representatives will be glad to place at your disposal.

The Postum Cereal Company has been conducting a recipe contest, and Good Housekeeping Institute has chosen 4 for the final awards totalling \$2,500. This is just another example of the position of authority occupied by Good Housekeeping Institute.



A silversmith used 5 insertions in Good Housekeeping varying from 75 lines to double columns. They found that the inquiries received through Good Housekeeping during these 5 months were more numerous than the total previously on record during the life-time of the business. Most of the inquiries resulted in immediate sales varying in amount from \$3.00 to \$2,500. A considerable number of individual orders of over \$1,000 were taken. Draw your own conclusion.

This page, appearing now and then, is published by Good Housekeeping in the interests of better advertising and marketing. 119 West 40th Street, New York.



The new Fords have more space for samples

Removable seats are features of the latest Overland models

Salesmen's Interests Served by New Closed Car Models

Many New and Practical Features Expected to Add to Army of Salesmen Who Work Territories in Automobiles

THAT the needs of salesmen are being taken more and more into consideration by the manufacturers of automobiles, is shown by the improvements in the 1924 models of a number of leading manufacturers.

The salesman who drives a car all day long, day in and day out, is entitled to the utmost in comfort and convenience so far as it is consistent with expense. Take the matter of carrying a small sample case. If there is no room for it, except in the rear compartment of the car, the walking around and opening the car at each stop is a time-consumer which not only slows calls, but tires the salesman long before the end of the day.

More Room for Sample Cases

To overcome this difficulty, the new Fords have a small recessed shelf at the rear of the seat, which is very handy for carrying small parcels, portfolios, grips or bags. This is shown in the inset in the picture at the left.

The new Fords have certain other improvements which are of interest to salesmen. The carrying compartment in the new models has been enlarged, and as the picture shows there is plenty of room for several grips and packages. A sun visor

has been added to the new model Fords, the doors are wider, and there is a better seating arrangement in the new closed models as well as more luggage carrying capacity.

A Traveling Hotel!

The Overland interests are also making a vigorous bid for the salesman's business with their new sedan model which appeared this fall. Detachable seats are the chief features of the new model. This new car adapts itself to a wide range of usage—from ordinary passenger service to deliveries of parcels and packages, sleeping, or carrying samples. Each of the two full-width seats is made up of three parts—seat back, seat cushion and seat pedestal. None of these parts are permanently fastened to the interior of the car, making it possible to remove them to gain greater room for carrying samples or packages.

Salesmen, who are accustomed to doing a great deal of introductory work where sales and deliveries are made on the same trip, will find this feature valuable; for it enables them to devote all the space occupied by the rear seats to carrying merchandise or samples.

The back of the body is vertical all the way down to the floor line, and all of the space back of the front

seat is available for parcels or sample cases. If used for camping, the seat pedestals can be removed and the cushions arranged on the floor for sleeping quarters.

The design of this new Overland is severe—straight lines being the rule throughout the entire construction. A luggage or trunk platform at the back of the body is formed by extensions of the body sills.

While it is true that the lightest cars are still favorites in sales work, it is nevertheless true that the general trend in cars for salesmen is towards heavier cars. Driving a light car is, without a doubt, more tiresome than driving a car of greater weight and stability and, as sales managers were quick to discern, the tired salesman who has driven many miles is in no condition to battle with reluctant buyers towards the end of the day.

Salesmen Are Heavy Buyers

This trend towards higher-priced cars is shown by a recent statement given out by T. M. Jewett, president of the Paige-Detroit Motor Car Company, who says that orders from salesmen in September exceeded orders from any other class of buyers during that month. Ten and six-tenths per cent of the total Paige-Jewett production was sold to



Christmas Morning And Thereafter

EVERY month Your Own Magazine reaches the man whom you desire to compliment. He reads every word; Your Own Magazine is *interesting*. Without affectation or wordy gymnastics, it holds attention through the merit of its subject matter and its simple, genuine style of presentation.

Your Own Magazine

Edited by William Feather

and produced complete in the Feather publishing plant, is a potent builder of good will.

Like any welcome representative, its discourse is a tactful combination of your own sales message with topics of general and timely interest—eight pages of advertising, the balance devoted to narrative and editorial matter.

When choosing advertising mediums, do not overlook the special pulling power of Your Own Magazine, produced *without bother*, at astonishingly low cost and without an ounce of waste circulation.

Write to us and learn the experience of other companies and firms, situated like yourself, who have entrusted their sales contact and advertising message to a magazine published by

THE WILLIAM FEATHER COMPANY

611 Caxton Building, Cleveland, Ohio

William Feather Magazines

Interesting — Stimulating — Informative

THE PHILADELPHIA RECORD



*is the Fastest
Growing
Paper in
Philadelphia*

*N*O one newspaper completely covers the Philadelphia market.

The Philadelphia Record, the only daily newspaper in the morning field that has shown a gain in circulation the past year, reaches approximately 150,000 homes—the bulk of which are reached by no other newspaper.

The Record home market is just as distinct as though it were a city in itself—a prosperous city of readers larger in population than Pittsburgh, Los Angeles or Buffalo, that buys immense quantities of all kinds of goods and products annually.

How to Sell the Philadelphia Market

The Record Merchandising Bureau knows the Philadelphia Market, from long and successful contact with it.

Dealers are classified and listed, salesmen's routes are mapped; the Merchandising Bureau is prepared to tell you how to reach this, the third greatest market in the United States quickly and economically.

Our book, "The Philadelphia Market," which is replete with concrete and practical information on how to sell the Philadelphia market, is available to executives and sales managers upon receipt of request on business stationery.

Record Growth in Circulation

April, 1923 . . .	116,907
May	120,332
June	125,456
July	133,081
August	144,649
September	147,545
October, .	150,838

Address : Merchandising Bureau

THE PHILADELPHIA RECORD

salesmen, or for the use of salesmen. Sales to twenty-three classes of buyers were analyzed by the Paige-Jewett officials, and it was found that salesmen-buyers lead, with mechanics and manufacturing officials running a close second. This percentage would hardly hold during other months, as salesmen were perhaps buying cars as a result of prosperous conditions in September, and to take care of winter work which demands closed cars.

A number of manufacturers who have never furnished automobiles to their salesmen are buying fleets of cars and having special bodies or equipment built to carry lines of samples. The Remington Arms Company is trying out a number of the new Overlands equipped with special cases for carrying samples of firearms, while a number of concerns are equipping their salesmen with cars so that spot deliveries may be made when the order is signed.

The Market for Salesmen's Cars

The increasing cost of obtaining initial distribution on a new product is said to be partly responsible for the greater interest this year in salesmen's automobiles. The salesman who obtains a small introductory order, delivers the goods and puts them on display in a prominent space in the store is surer of a repeat order than the salesman who merely takes the order and turns it over to the jobber for delivery.

The market among salesmen for automobiles is constantly increasing, and will continue to increase as good roads are extended. With the possible exception of taxicab drivers, or cars used in public service, no other class of drivers use an automobile so regularly or demand as much service, as do salesmen. They are constantly on the go, often over bad roads, and in many cases with heavy loads, so that the average life of a car in sales is considerably less than when used for pleasure purposes. According to the National Council of Traveling Salesmen's Associations, there are 900,000 traveling salesmen in the United States. What per cent of them use automobiles no one knows, but if only one-third of them use cars for business (and this is a low estimate) that would mean a market for more than one hundred and fifty thousand automobiles a year, if but half of them replaced their cars annually.

A Letter to a Hard-Shelled Gentleman

THE straight from the shoulder advertisements we have been running in "Sales Management" have brought some straight from the shoulder letters from hard-headed executives. One man wrote us, "You state in your October advertisement in 'Sales Management' that during the first six months you were in business your average cost of filling jobs was \$494. I estimate that it will cost us from \$800 to \$1,000 to fill the position about which I have written you. If I understand your letter correctly, you will undertake to secure a satisfactory man for this position at an expense not to exceed \$250. How do you do it?"

Here is our answer: "During the first six months we were in business we had to do about the same kind and amount of work to locate a satisfactory man for a position as any one of our clients would have had to do to fill the same position. We used advertising in newspapers and trade papers, got in touch with graduate business schools, colleges, chambers of commerce, banks, manufacturers' organizations and correspondence schools and nosed around among the trade. We probably located and thoroughly investigated fifty men for every job filled; and, of course, all the cost of locating and investigating these men had to be charged against the jobs filled. Thus our cost was high—as yours is.

"But every time we filled a job we located and investigated ten, or twenty, or thirty good men whom the client could not use. When you hire a man, you throw these extra men away. We don't. We index them under the kind of jobs they want, file their records in a filing system which really works, and then keep in touch with them through our bulletin service of positions open. Eventually, many of these men are used by other clients. Our cost of filling a job when we use a man already located and investigated is, of course, insignificant as compared with the cost of handling a new kind of job. We utilize what with you is a waste product, and this is where we make money.

"It is simply common sense that any organization which is working for a number of companies in locating and investigating capable men for re-

sponsible positions ought to be able to do the work cheaper and better than any individual employer can do the work for himself. We may make money on the position you have open or we may not. Frankly, I don't know whether or not we are now in touch with the man you desire; if we are not now in touch with him we may spend two or three times the amount of our fee to give you the kind of service you desire. We are not going to worry about this, however, because if we do lose on this position we shall make it up on others; and every client will get service that is one hundred per cent satisfactory to him. What we do particularly desire is an opportunity to demonstrate the value of our service to you and to prove to you that we can save you time and money, and get better men than you can get working alone. Do we get it?"

This organization spends more money on service to men than any other employment organization in the United States. If you are looking for a high class position, ask for information about the bulletin service of positions open.

William L. Fletcher, Inc.
93 Federal Street, Boston, Mass.



Are Your Salesmen "Going Strong" at 5 P. M.?

Do they start "plugging," full of "pep" and enthusiasm, at nine A. M. and keep it up all day—or do they "wilt" early in the afternoon?

Do they keep their bodies "fit" and their minds alert by eating properly and keeping regular hours—or are they "half-licked" by indigestion and lack of sleep when they should be "up on their toes" mentally and physically?

Successful salesmanship is as much a matter of good health as anything else. It stands to reason that the man in tip-top physical condition will make more calls, talk more convincingly, and sell more goods than the man whose health is under par.

The New Dartnell Manual What A Salesman Should Know About His Health

By W'm. S. Sadler, M. D.

is not a dry medical book. It is written in every-day salesman's language by a man who was once a successful salesman himself, and is chuck full of good sound advice expressed in a humorous "man-to-man" fashion that gets under a salesman's skin.

The chapter on the foods a salesman should eat is alone worth more than the price of the book to any man who travels—and the suggestions for eating simpler dishes will reduce a man's expenses to a more than worth while extent.

No "fads" or "isms"! Just plain talk on a subject of vital interest to you and to your salesmen. No man can read this book without being a better man—physically, mentally, and financially!

PRICE ON APPROVAL: \$1.10 IN BOARD;
\$1.60 IN LEATHERETTE

The Dartnell Corporation
Publishers
1801 Leland Ave., CHICAGO

Personal Items



E. J. ANDERSON, Chicago manager for the Fuller Brush Company, has been made president of the Chicago Sales Managers' Association, succeeding WALTER M. FAGAN, resigned.

H. E. CROWE, formerly district manager for the Union Match Company, St. Louis, has been appointed district manager for the Pacific Coast Division of the Federal Match Sales Corporation, with headquarters in San Francisco. Mr. Crowe is succeeded by G. E. BANISTER, formerly district manager of the Chicago office.

ROBERT GEDDIS, for many years a director in the Jones & Laughlin Steel Corporation, and manager of hot rolled sales at Pittsburgh, has been made general manager of sales, western district, with headquarters in Pittsburgh, and authority over selling effort throughout the western states. C. S. BRADLEY, at present district sales manager for the company at Buffalo, will succeed Mr. Geddis.

ARTHUR E. CLIFFORD has joined the Class Journal Company as business manager of Automotive Industries, and will devote his time principally to the analysis and development of advertising. Mr. Clifford has had thirty-one years' experience in the business paper publishing field, having been associated in various capacities with *Electrical World*, *Street Railway Journal*, *Engineering Record*, and more recently in general executive work with the McGraw-Hill Company.

C. F. KOEHLER, vice-president, general manager and sales manager for the A. W. McCloy Company, Pittsburgh, for the past eight years, has resigned. He has not announced his plans for the future.

The Haynes Automobile Company announces the resignation of GILBERT U. RADOYE, as sales and advertising director. Mr. Radoye has been connected with the Haynes Company for five years, having previously been identified with the Marmon and Packard organizations.

FRANCIS E. VAN BUSKIRK, well known in the typewriter field, and up until January, 1923, vice-president and director of American sales for the Remington Typewriter Company, which he served over a period of thirty-one years, has joined the L. C. Smith Typewriter Company in an executive capacity.

J. B. ROWE, formerly southern sales director of George P. Ide Company, manufacturers of collars and shirts, with headquarters at Atlanta, has been transferred to Chicago where he succeeds W. J. SWEENEY as midwest sales director.

The general offices of the Palmolive Company have been moved from Milwaukee to Chicago, and are located in the London Guaranty & Trust Building. H. W. REMINGTON has recently sailed for Australia where he becomes sales and advertising manager of the Palmolive Company of Australasia, Ltd., with headquarters at Sydney.

The sales of the Krohn-Fechheimer Company, Cincinnati, shoe manufacturers, are now in charge of V. R. HOWARD, who succeeds EDGAR K. WOODROW.

JOHN COWAN has resigned as publicity officer of the Toronto General Trusts Corporation to become associated with A. J. Denne & Company, Ltd., Toronto, advertising agency.

E. H. McCULLY has been appointed assistant sales manager of the Wallace Pencil Company, St. Louis, after having served the company as Pacific Coast representative for a number of years.

E. D. STEVENSON has succeeded FRED HANSON as sales manager of Ed. V. Price & Company, Chicago, wholesale tailors.

A. W. MORRISON, until recently associated with the McGraw-Hill Company in New York, has succeeded E. T. NAYLOR as director of sales and advertising, Whole Grain Wheat Company, Chicago.

SAM A. LEWISOHN, vice-president of the Miami Copper Company, was elected president of the American Management Association, 20 Vesey Street, New York, for the ensuing year. W. W. KINCAID, president of the Spirella Company, Incorporated, and formerly president of the association, has accepted the chairmanship of a Research Program Committee.

To further enlarge its service to advertisers in the middle west, *The Elks Magazine* has appointed E. NORVAL FORTSON to its advertising staff, with headquarters in the Mallers Building, Chicago.

The Sales Managers' Association of Milwaukee has elected the following officers for the coming year: President, O. A. DOLE, Evinrude Motor Company; vice-president, H. P. HOTZ, Eline's Incorporated; secretary, V. B. HOOPER, Luther Grinder Manufacturing Company; treasurer, C. A. NETZHAMMER, Northwestern Furniture Company. The directors are: R. D. WALLSCHLAEGER, American Sugar Refining Company; E. C. LANE, National Utilities Company; and R. J. SCHILLING, Edwards Motor Car Company.

Palmer Advertising Folders

"Follow-ups with The Punch that Gets The Business"



SPECIAL OFFER No. 1

6 Folders for 6 Months
Follow-up Advertising

5,000 each of 6 — total 30,000
\$33.00 per M

10,000 each of 6 — total 60,000
\$27.00 per M

These folders are 6 1/4 x 12 1/2 in., printed in two colors, on 140 lb. coated stock, with perforated and return card—scored, folded, and sealed.

Price includes copy, special art work, plates, and real merchandising ideas.

SPECIAL OFFER No. 2

Broadside Mailers in
Large Runs

We will furnish 50,000 each of these different follow-up broadsides in two colors, size 18x12, with post cards attached by seal — total 150,000 complete pieces at \$30.00 per M — beautifully designed and printed with a smashing selling message.

Write for Samples of the "Safe Cabinet" Broadside



Palmer Advertising Folders have the "kick" that gets the inquiries and business. We render complete service including ideas, copy, art work, plates, printing, scoring, perforated return card, folding and sealing. You only have to mail them. We work close to your product and know how to handle work of this nature.

These folder campaigns are done by the makers of Palmer Advertising Displays

PALMER
Advertising Service, Inc.
19 West 44th Street
New York City

Gentlemen:

We are interested in your Special Offer

No. 1 ☐

No. 2 ☐

We are attaching former literature and a letter explaining our needs.

Name _____ Position _____

Company _____

Address _____

S. M. 12-23

Complete Coverage of the Washington Market

THE District of Columbia has a population of approximately one-half million; the population of the capital's trading area is nearly 900,000. A market made up almost entirely of consumers. A buyer's market in every respect.

Two newspapers are obviously necessary to get adequate coverage. The newspapers having the largest unduplicated circulations at the lowest cost, are

The Washington Herald *and* Washington Times

[7 Days Morning]

[6 Days Evening]

DAILY HERALD 47,315

DAILY TIMES 58,273

105,588 NET PAID CIRCULATION

This combined daily circulation of the morning Herald and evening Times can be bought at the combination rate of twenty-five cents per line. The combination has less than twenty per cent duplication.

*The Sunday Washington Herald has
122,800 Net Paid Circulation*

approximately fifty per cent more circulation than the next Washington Sunday newspaper.

Worth-while Merchandising Service

THE Hearst unit in the national capital maintains the only merchandising department in Washington. Let us tell you about the all embracing cooperation which we render advertisers.

We will gladly make a survey of any classification without obligations. If you want to know where your product or competing brands stand in this market, write us for a merchandising report. If you want wider distribution or contemplate opening this market, we will be glad to submit a sales plan to you, based upon our knowledge of local conditions.

The Washington Herald Washington Times

G. LOGAN PAYNE
Publisher and General Manager

G. LOGAN PAYNE CO.
Chicago, Detroit, St. Louis, Los Angeles

PAYNE, BURNS & SMITH
New York, Boston

Washington—A Year-Round Market

Cosmopolitan Atmosphere and Steady Income of Workers
Create Quality Market Where Buying Seldom Fluctuates

AFTER the war Washington will be the same old Washington," was the observation of a prominent business man during one of his visits to the nation's capital during the hectic days of 1917-18. "All this teeming activity, all this building, expansion and growth, and let us hope, all this profiteering, will disappear like the Arabs the poet wrote about."

He was right and wrong—mostly wrong. Probably the profiteering did disappear, but the activity, growth and building continued. True, war-time Washington with its thousands of war-workers has been deflated, but the Washington of pre-war days is no more. It has taken on a new importance in the commercial affairs of the nation.

Witness the building record. In 1922 Washington put more money into construction than all the New England states together. This includes little, if any, government construction, as that ceased shortly after the signing of the armistice.

That many sales managers do not appreciate Washington as a distinct and separate market is shown by the fact that many of them plan their campaigns in Baltimore or Philadelphia to take care of the Washington market, expecting the demand created in Baltimore or Philadelphia to spread over Washington as well.

While it is barely possible that this may have happened, the reverse is more often true, and the campaign that does not include Washington as a market all to itself is

destined to fail, so far as the Washington market is concerned.

Despite its nearness to Baltimore, the Washington market should be treated separately and a campaign

certain abuses. In their zeal to cover large territories some sales managers have tried to map out zones with far too much territory and cover them from one central point, usually the largest city in the zone. This idea has resulted in the neglect of many promising and profitable markets which cannot be huddled into a general campaign extending over a large area.

Washington is an example of this policy. Many sales managers have overlooked it entirely in building advertising plans. "Let our Baltimore man run over to Washington and show them what we are doing in Baltimore or Philadelphia," he says, and a few months later when the results of the campaign are being charted he is surprised to see why Washington didn't respond as did the other cities.

On the other hand, we have the example of the careful sales manager who campaigns along safe and sane lines, taking one city at a time, covering each thoroughly and going on to the next nearest market to repeat the campaign.

An example of this policy is to be found in the experience of the manufacturers of Feen-a-Mint who started a campaign in October. The first the newspaper readers of Washington knew of this product was through a quarter page advertisement, addressed to the druggists of Washington, and signed by a prominent druggist of New York City. This announcement was followed by two weeks of intensive

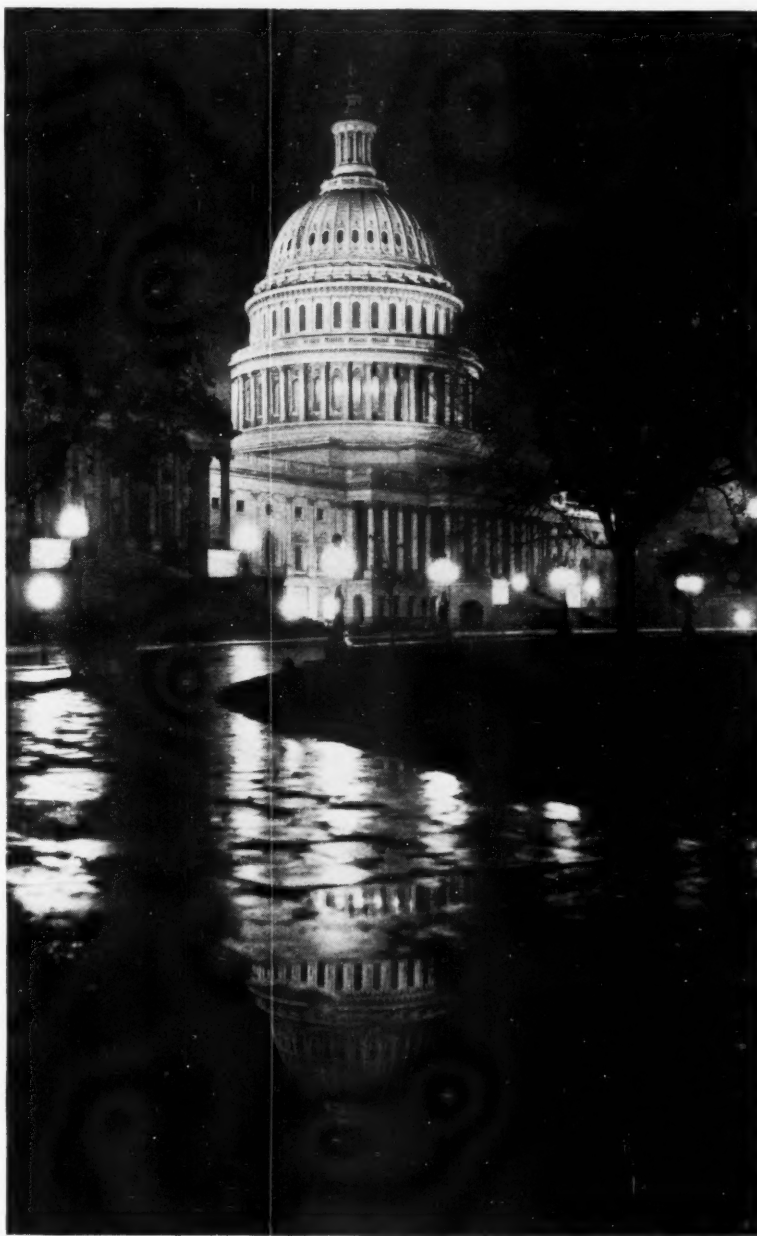


Photo by Horydezak, © by Westinghouse Lamp Co.

Scenes like this attract 3,000,000 visitors to Washington annually

framed to suit the conditions of Washington, instead of depending upon Baltimore to furnish the stimulus for Washington demand, say experienced sales managers who have engineered campaigns in both cities.

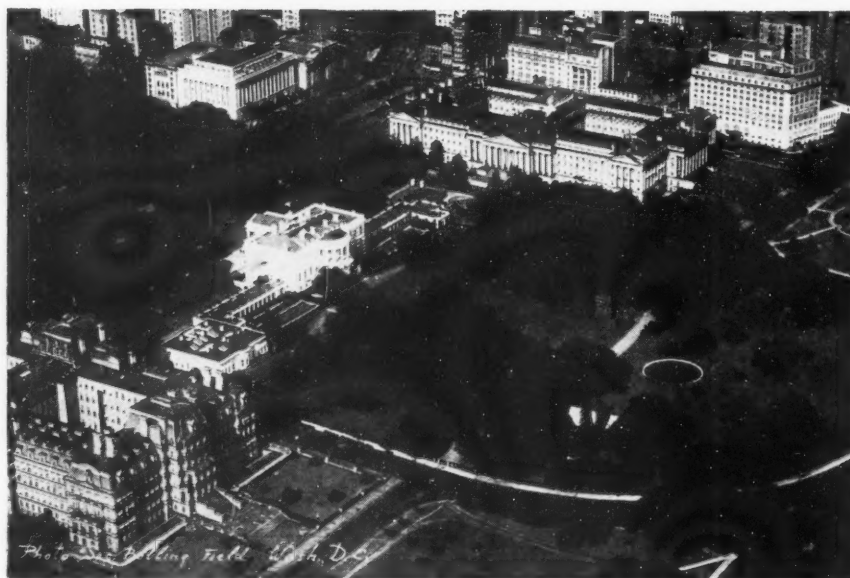
The growth of the zone idea in merchandising has not been without

sales work, during which time fifty per cent of the dealers of the city had been sold. The campaign was so well timed that the jobbers had been sold, their stocks delivered to the dealers, window displays delivered and placed, reprints of the advertisements put in the dealers' windows and samples provided, during the two weeks intervening between the first and second insertions of the advertising schedule.

"One man accomplished all this work," said Mr. F. E. Hayek, general sales manager of the company, in commenting on the campaign to a Dartnell representative. "The city and outlying territory were covered, all the details of the campaign arranged, and the dealers notified of the exact date the advertising would start. When our men went in to talk to the jobbers they took a bunch of orders they had already obtained from dealers so that the jobbers knew that we were going to give them real cooperation from the start of the campaign. Frequently we are able to reach the druggists with a letter and a sample which helps the salesmen to get small orders on the first call. All these are cleared through the jobbers, and stock to cover initial orders is shipped at once.

"The chain stores come last on our schedule, after the independent stores and jobbers have been lined up. The Washington chains stocked Feen-a-Mint one hundred per cent."

On the heels of the initial campaign outlined by Mr. Hayek comes a follow-up campaign in which the salesman goes over the identical ground covered previously. A month after the advertising starts, the salesman is back calling on his first buyers, checking up on complaints as to delivery or any other sore spots, verifying the window displays—and frequently finding that the jobbers' stocks are ready for a boost. Along with the criticisms he is able to get first hand information as to the most successful features of the



Air view of White House and a group of Government buildings

A Close-Up of the Washington Market

Bakers	116
Cigar Stores	166
Cloaks and Suits	21
Clothiers	92
Confectioners	245
Druggists	230
Dry Goods	140
Department Stores	8
Electrical Stores	30
Furniture Stores	92
Grocers	1,762
Hardware	90
Jewelry	132
Men's Furnishings	119
Restaurants	600
Shoe Stores	95

More than three million visitors stop in Washington from two to ten days annually.

campaign, and the reactions of both dealers and consumers. On this trip the salesman carries an ample supply of advertising matter and samples, with suggestions for using both. He often finds that window displays which were delivered with the first orders have not been used. He tries to correct this at once, by "selling" the dealer on the idea of using the display material to hook up with the advertising which is running.

Two months after this second trip, it was followed up with the third, at which time nearly all the dealers who couldn't be induced to stock the product on the first two trips were sold.

"A careful selection of markets

will be one of the determining factors in 1924 sales successes," says the president of a big nationally known corporation, "I am personally devoting a generous portion of my time determining where we apply the most sales and advertising pressure for next year. I am confident that certain cities and districts will respond much more quickly to advertising and sales pressure in 1924 than others,

although conditions may from the outside appear to be identical. That is why I am making a careful study of markets."

This zone plan of marketing is of course as old as the hills, but it is claimed that many more sales managers are advocating it now than ever before. An example of careful following up of local conditions may be found in the campaign the New Jersey Zinc Company has been running in Washington for several months.

Realizing the importance of Washington as a market for construction material, this company has been aiming a special campaign at master builders and master painters. The product, Mapaz, is a composition which, when added to white lead in paint, greatly adds to the life of the painted surface and prevents discoloration which is said to follow so often when painting is done with white lead alone.

Before the newspaper campaign started the jobbers were sold and stocked. Copy was written to appeal to the man who understood paint, but so that it would also attract the attention of a builder anxious to use the best products on his building. This publicity was carefully followed up by direct mail sent to all master painters in the Washington district.

The stability of the Washington market, good times or bad, is a matter sales managers should keep in mind when planning campaigns during times of depression, for no other city has such a stable payroll. The



The Newspaper Situation in Washington, D. C., is Unusual

Here is a city—unlike any other in the country with a consuming population—including its suburbs—of more than half a million—and by reason of its stabilized earnings with a purchasing power adequate to its tastes and inclinations.

To reach this profitable market only ONE medium is necessary.

The Star is read regularly by practically everybody in Washington—it's the paper that goes into the home—and that's where advertising seed takes root and yields fruit.

The Star is the paper the local merchants use. Day after day it carries **MORE ADVERTISING LINEAGE THAN ALL THE OTHER PAPERS COMBINED.**

You cannot cover Washington without The Star—and **WITH THE STAR YOU DON'T NEED ANY OTHER MEDIUM.**

Here's a city where concentration is not only economy—but it is productive of the best returns.

If there are any facts and figures concerning Washington as applied specifically to your product, our Statistical Department will gladly prepare a digest covering them

The Evening Star.

WITH SUNDAY MORNING EDITION

WASHINGTON, D. C.

New York Office
DAN A. CARROLL
110 East 42d Street

Chicago Office
J. E. LUTZ
Tower Building

***"Delivering
the Goods"***



The Distribution Point to 8,000,000 Buyers

The careful selection of distributing centers is the first step in solving problems of distribution.

It is wisdom to choose centers from which consumers may be quickly reached at low average cost. In the Southeast—

Jacksonville Florida

is an economical and strategic center of distribution for many lines of merchandise. A progressive city of 100,000 population, Jacksonville serves a jobbing zone containing over 8,000,000 people. Trunk line railroads, coast-wise and ocean freight lines, with favorable rail and water rates. Ample warehouses, and many desirable locations for distributors.

Jobbers, Wholesalers and Brokers

are invited to write for copy of illustrated booklet, "The Port of Jacksonville," which outlines the unexcelled distributing facilities of the city, its key location as a distributing center, and its commercial importance to a populous and prosperous trading zone.

CITY ADVERTISING DEPARTMENT

Room 10U City Hall, Jacksonville, Florida

ghost always walks for Uncle Sam, even though some of the taxpayers who make it possible may not be opening up their pay envelopes regularly. More than 22,000 government employees are paid regularly whether business is good or bad in other cities. The government operates eleven industrial establishments, paying out annually more than \$3,500,000 in salaries, and more than \$29,000,000 in wages. The leading government industries are, of course, engraving and printing and naval gun manufacturing. More than 12,000 employees work in the printing and engraving departments of the government.

As a Tryout Market

Nearly every city in the country lays some claim to being a wonderful "try-out" market. In nearly every city the Dartnell investigators visit they are met with the claim that the city they are investigating is indeed the nation's greatest try-out city. "We have a cosmopolitan population"; "Ours is a city typical of the nation—a cross section of the entire country may be found within the confines of our beautiful city," are familiar claims, heard in nearly every city. But it would seem that Washington has a trifle the better of the many claims advanced by various cities, for indeed Washington is a cross section of the country. In one section of the census department it was found that twenty-three of the twenty-five girls employed in the section were from different states. Twenty-five girls—from twenty-three states. In the northwest section of the city an investigator visited ten houses—he found but one family who were originally Washingtonians. The other nine had moved to Washington from different parts of the country.

With these facts in mind it is easy to see why Washington lays claim to the right to be considered an ideal city for tryouts. Washington is a great place for retired people of wealth. From all parts of the country come families who move to Washington for the sake of the children—who are attracted by the schools, the beauty of the city, the social opportunities, or in the quest of a quiet, peaceful and charming place to live.

The thousands of civil service workers in Washington must have a

better-than-average education, for it is well-known that the civil service examinations call for a harder test than the average person could pass—this raises the buying tastes of Washington. The city is almost entirely a "white collar" market. The absence of any great industrial enterprises of magnitude creates a difference between this city and one like Cincinnati or Youngstown that is immediately apparent to every sales manager. It is sometimes likened to a great office building.

In addition to the people attracted to Washington by its society and diplomatic functions connected with the government, there must be considered the student body which makes up a sizeable part of the buying power of this city. There are more than ten thousand students in the various universities and professional schools in Washington in addition to the sixty thousand students of the public schools. Perhaps no other city offers greater opportunity for research, and outside study, as does Washington with its Smithsonian Institution, Congressional Library, The National Art Museums and city libraries.

Washington's National Influence

In one respect at least Washington is like New York. It exerts a very important effect on national buying habits. There is always a surge of sight-seers through Washington. Sight-seeing is one of the great industries of the city. It is the mecca of politicians, lobbyists, business men seeking tax hearings, manufacturers with something to sell, plus the usual visitors. Senators and congressmen, with their families and secretaries, live there several months of the year. This tide of consumers comes and goes. It comes to acquire buying habits, it goes to carry these habits to the four corners of the country. It is a maxim of merchandising that "as Broadway buys, so buys the nation." It is equally true to say that distribution attained in Washington exerts a buying influence throughout the length and breadth of the whole United States.

It is claimed that the buying power of the residents of Washington is unusually high, it being reported at \$3,425. Income tax figures show that 69,730 returns were made for the District of Columbia, of which 36,766 were for incomes be-

—In Washington!

*Many consumers
but few producers!*

The Washington market is made up almost entirely of consumers. The largest part of its employed population works for the biggest business in the world—the United States Government.

Look upon Washington then as a huge office building, housing not producers, but consumers.

Some sales managers see the national capital only as a center of diplomatic and governmental society. A class market, as it were. Washington is anything but a class market. There was a total of 89,966 income tax returns filed for the calendar year 1921. Of this number, 82,813 reported incomes of less than \$5,000 a year.

So, Washington becomes a market for baked beans and baking powder; silk hose and chemises; clothing and clothes pins; washing powder, and face powder; soaps and sweets; soups and cigars. A MASS MARKET.

The only Merchandising Department in the national capital is maintained by these newspapers. It is one of the most efficient you have ever contacted with. Write us for information. Call on us for help. We won't disappoint you.

Washington Times Herald

G. LOGAN PAYNE
Publisher and Gen'l Manager

Represented by
PAYNE, BURNS & SMITH
New York, Boston

G. LOGAN PAYNE CO.
Chicago, Detroit, St. Louis, Los Angeles

Our \$1,250 Complete Industry Survey is a Great "Buy"

Made by a house with 15 years' continuous experience in sales analysis and counsel, headed by a man, J. George Frederick, pioneer and leading authority on sales research

"FACTS FIRST" is the modern common sense rule. The Bourse is the only practical research concern which has stood the test of time. Its long experience and nationwide facilities, and its concentration on this type of work makes possible a very high value at a very low price. **Our \$1,250 survey compares favorably with researches being sold for \$2,500 to \$5,000.**

Order this research of your line of industry—or a research of a line you **contemplate** making and selling. You will get real facts and figures; real merchandising analysis; practical data and concrete information fresh from the field. The information may save you many thousands of dollars. **Avoid "post-mortems."**

Write for standard outline of contents of our \$1,250 type of survey. We also make less complete surveys at \$750, at \$450, and a "synopsis" report at \$150. **Three hundred industries have already been surveyed by us; synopses available at \$150 each.**

We have Resident Investigators in 173 Localities to Get Questionnaire Answers

This is a remarkable tool for any sales executive—as valuable as a Dun or Bradstreet service. We can simultaneously call on dealers in all parts of the country to get questionnaire answers, at a uniform cost of \$1.50 each—or on consumers at seventy-five cents each; jobbers at \$3 to \$5 each, or business houses at \$3 upward. Use this service—small or large quantity. We have made hundreds such investigations, and know how to do it right.

Books by J. George Frederick you should own:

"Modern Sales Management"

The standard book on up-to-date sales policy and sales management. Four hundred pages of concrete, practical knowledge of selling; a complete manual and guide. Twenty-four universities teach from it, and live executives use it everywhere. \$2.70, postpaid.

"Business Research and Statistics"

A book for business men on how to make profit from the application of facts. Written without academic style, and from the merchandising point of view. A very practical, stimulating book for modern executives. \$2.70, postpaid.

The Business Bourse

For 15 Years the Leader in Practical Business Research

15 W. 37th Street

New York City

tween one and three thousand dollars. There were 8,245 for incomes of three to four thousand; 3,527 for four to five thousand dollar incomes; 749 for eight to ten thousand dollar incomes; 730 for the group of incomes ranging between fifteen to forty thousand dollars; and 129 for over fifty thousand dollars. It will be remembered that government officials are exempt from income taxes so these figures would not include the hundreds of government officials, senators, congressmen, etc., whose incomes from governmental sources are not listed, but which go to swell the purchasing power of the market.

The Grocery Situation

It is claimed that Washington has more chain grocery stores per capita than any other city in the United States. These chains offer a means of getting quick distribution for the manufacturer who can approach them with the assurance that the product is backed with sufficient advertising. One unit of chain stores, the pioneer in Washington, operates 160 units, another has 80, while the third, a well known chain of self-service stores approximately fifty. In addition to the chain stores there are 1,467 independent grocery stores, which, when added to the chains, brings the total up to 1,762, not including delicatessen stores. The independent stores no longer make any attempt to prevent manufacturers from selling to the chains, and although many manufacturers aim first at the independent stores when introducing a new product, nevertheless the chains offer a means of inexpensive and rapid distribution if they can be interested in a product at all.

In the drug field the chains, while of course not so numerous, are equally as strong in comparison. One organization operates fourteen stores and is a powerful factor in the drug trade in Washington. There are nine Liggett stores in Washington as well as 200 independent drug stores.

The engineers for the telephone interests are known to be fairly accurate in forecasting the probable growth of cities, and from a survey which they made last year they report that the population of Washington will continue to increase not rapidly, but steadily.

Free!

One Complete Lesson of the Famous William Maxwell Course in Personal Salesmanship



Newspapers Unite with Business Men in praising William Maxwell's Salesmanship Ideas

The N. Y. Evening World says:

"Mr. Maxwell has been over every step of the road that led from canvassing at twenty-one to a goal of affluence, responsibility, and power. That is why he is such a good guide."

The Birmingham (Ala.) Age-Herald says:

"William Maxwell gives straight talks. There are no useless discussions; the real meat of selling in a nutshell—the experience-tested-salesman stuff on approach and greeting, signing up the customer, overcoming indifference, and getting the order."

New York Commerce and Finance says:

"Mr. Maxwell's course—drawn from his own personal experience—analyzes all the steps of salesmanship from approach of your prospect to closing so that you may know what *not* to do, as well as the right thing to do."

A Merchandise Manager of America's Best Known Department Store says:

"Few things in my life have given me greater pleasure than studying your course. I think it is one of the most finished and constructive pieces of work I have ever seen. Its cost is a trifle compared with the results I have gotten."

A Nationally known Salesman, who is said to average more than one hundred thousand dollars per year in commissions, says:

"Your course has done me a world of good. Your teachings have enabled me to increase my business to a large extent."

THE financial rewards of good salesmanship are greater than those of any other occupation open to young men today. But good salesmanship is *not* a heaven-sent gift. Its technique, its strategy, and its underlying principles of success must be *acquired*. Some men acquire them slowly by experience—but that, as is well-known, is a hard school and a long one. The *best* way to make a certain success of your career is to learn its *lessons* from one who has himself traveled the road successfully.

Let America's Best Known Sales Manager Make a More Successful Salesman of You

WILLIAM MAXWELL—who has personally sold more than two hundred million dollars' worth of merchandise, and who is now recognized the country over as America's best known sales manager—has put the whole story of his success into a complete and practical course of study—the best one on the market, by universal acclaim.

But we do not want you to believe this sight unseen. If you wish to become a successful salesman—if you are already a salesman and want to improve your technique—if you want to earn more money—or if you are simply interested in impressing your personality more effectively upon those with whom you come in contact, you can do it by studying the famous William Maxwell Course.

But you can judge of this best for yourself. Upon request, we shall gladly send you—absolutely free—the introductory lecture and other literature of the course. This puts you under no obligation whatever. It merely *shows* you the kind of course this is. It will show you that there is no other course like it. It will convince you that there is no problem of salesmanship that Mr. Maxwell cannot analyze and help to solve—no situation that he cannot provide for—no strategy that he cannot supply you with.

Send No Money But Send the Coupon Today

Here is a course that solves your *individual* sales problems, no matter of what nature they may be. What Mr. Maxwell has done for hundreds of others he can also do for you. But find out for yourself. Send the coupon today. Begin improving your earning capacity *at once!* A single day's delay means time and money wasted for you. Quick action means quick rewards. Here's the coupon. Send it in now.

WILLIAM MAXWELL INSTITUTE

WILLIAM MAXWELL INSTITUTE
438 Second National Bank Building, Orange, N. J.
Without obligation to me please send your complete
Introductory Lecture and the other literature of
your course in personal salesmanship.
Name.....
Address.....

Originator of the Visible system of record keeping



In the Credit Dept.

The Rand Visible Control will show the rating of any customer at a glance. Any information in regard to any one of a hundred thousand customers can be instantly located and consulted. Saves the time of customers and employees—and makes credit relations smooth-running.

In the Sales Dept.

Tells instantly weakness of this or that Salesman what volumes he is getting. Tells who the prospects are and who his customers are etc., etc.

Keeping Track of Production

is easy when you follow it up on the RAND Visible Control. Each job is readily located—because the RAND Visible system makes it so easy to keep records posted.

Easy to file
Easy to find

The genius of James H. Rand has given to business the *VISIBLE* Card Record—the greatest aid to business development that has come since the telephone and typewriter were invented.

No manufacturer or merchant would attempt to do business without the *READY* communication of the telephone.

Yet how much more important it is to have *INSTANTLY* available the *inside* information that relates to his product, his customers, or his employees.

The RAND Visible system takes the vital records of business out of the hidden, hard-to-get-at filing boxes or ledgers and places them where each of them is always *VISIBLE* and instantly available.

It's just like removing a machine from a dusty basement and putting it in the bright sunlight where it can be worked to full capacity every hour of the day.

Old style card systems can easily be transformed to the RAND Visible system. It is not even necessary to rewrite the cards.

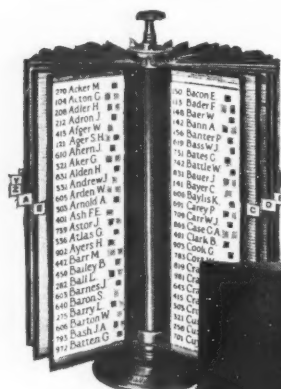
The Rand man in your city will show you how RAND Visible Controls will help you. Phone him, or write us direct today, enclosing samples of your records.

RAND COMPANY, Inc., 612 Rand Bldg., North Tonawanda, N. Y.
Originators of the *VISIBLE* System of filing and World's Leading makers.

A few of the big business concerns who have found it profitable to install *RAND Visible Business Controls*:

John Wanamaker
Marshall Field & Co.
Packard Motor Car Co.
Pierce-Arrow Motor Car Co.
Montgomery Ward & Co.
DuPont Powder Co.
American Multigraph Co.

RAND Visible Records may be expanded indefinitely by adding units. This system is so compact that a very large file is compressed into very small space.



RAND

VISIBLE RECORDS

Awarded Grand Prize
Brazilian Centennial Exposition
at Rio de Janeiro
1922 and 1923

Rand Co., Inc., 612 Rand Bldg., N. Tonawanda, N. Y.

How can I control purchases?

Check the subject in which you are interested. Sign and mail today for information that will help you to operate any department of your business more intensively, with a great saving of time for executives and clerical force, and a complete command of the vital facts.

sales
credits
costs
stock
personnel

Name _____ Address _____
Firm _____



The Sales Manager's Book Shelf

INDUSTRIAL PUBLISHING, by Horace M. Swetland (New York Business Publishers' Association). Here is a business book that is very, very refreshing. It is in deep contrast to the majority of this year's business books, most of which unfortunately, have been written by good writers but poor business men. Not that a man need be successful in business to be able to write a worthwhile book, but it does get rather tiresome to have bright young men tell you how to make money, when you strongly suspect that they are not far from the bread line themselves. But, as every one knows, Mr. Swetland is the directing head of the largest and most influential industrial publishing organization in the world. With the possible exception of John Hill, he has done more than any other man to lift industrial publishing out of the rut, and make it a vitalizing, driving force in American business. It is very evident that such a man wrote the book as a service to his profession, and it is indeed that.

But invaluable as this book is to the industrial publisher it is quite as valuable to the man who buys advertising space in industrial publications. It takes him behind the scenes of the publishing business. It shows him how the wheels go round. It shows him how advertising value is built into a publication. It gives him a basis for establishing editorial values, and through editorial values, gauging reader interest. It shows him the kind of service that a business paper can give him in the way of specialized surveys and advertising service. It tells him how advertising rates may be judged and how the premiums charged for preferred positions may be determined. In short it tells him everything he should know, and must know, if he is to advertise his business most successfully.

It is the kind of a book that you want to read two or three times. As you read along you find yourself encountering bits of business wisdom upon which whole policies may be built—not for the publishing business alone, but for any business. It reflects accurately the mind of a man who deals in big problems, and who is able to handle his job because he has a clearly defined code of principles to work upon. Typical of this style is the section of the book devoted to routine correspondence, which we are printing in full elsewhere in this issue.

Mr. Swetland's book is far and away the most outstanding contribution to this year's bountiful crop of business books. It is well organized, concisely presented, and decidedly worth-while.

THE WILL TEMPERAMENT AND ITS TESTING, by June E. Downey. (World Book Co.) There are as many kinds of intelligence and

character tests as there are psychologists to develop them. But for those who hold a hope that applied psychology may some day be able to aid in the solution of problems of industrial selection and thus eliminate the excessive turnover in sales organizations that seems to be the major plague of present-day industry, and to minimize the number of industrial misfits, almost all such tests have at least a passing interest. If we have enough mental energy to wrestle with the difficult sets of terms that most of them involve long enough to gain an understanding of the points the experimenter is trying to drive home, we almost find ourselves entertaining a belief that some day a thoroughly practical science may be built up.

The Will-Temperament Test in modified form, has been used, apparently with some success, by M. J. Ream of the Mutual Benefit Life Insurance Company in the testing of salesmen. The uses of the test for this particular kind of an analysis have not, however, been thoroughly tried out. Dr. Downey's tests are unusual in that they are concerned with nerve energy and its expression in motor reaction rather than with a series of simple measures of intelligence.

Only a professional psychologist is fitted to criticize the content of such an experiment. To an outsider the theory seems reasonable. We are only waiting for someone to come along and tell us how to make practical use of it.

GETTING YOUR NAME IN PRINT, by H. S. McCauley (Funk & Wagnalls). The use of general publicity as a complement to advertising campaigns and as a means for educating the public concerning products, or services, or institutions, has become so widespread that almost every organization now has a department of that nature. How to "land" copy in newspapers and other publications, is handled in this little volume; the author points out that this kind of publicity is perfectly legitimate, and that all that is needed is the ability to catch the news slant in the information at hand. He discusses news from the newspaper man's point of view, tells how to get on a common ground with him, and how to make information usable for his purpose.

THE COMMERCE YEARBOOK (United States Bureau of Foreign and Domestic Commerce). This is the initial appearance of a book designed to meet the needs of American business men and executives as a comprehensive report on economic conditions from the point of American industry and commerce. This issue covers 1922 and part of 1923. The book is valuable both as a source of reference and as a survey of the most important economic developments of the past year.

"Just Plain Talk"

That's the title of a wonderful book that many "Sales Management" subscribers are reading—and buying as a New Year's remembrance and good-will builder for customers, salesmen, and personal friends.

Like the other Coleman Cox books, some of which have sold into the millions, "Just Plain Talk" is sage advice, sugar-coated with wisdom, and this one contains letters written specially for it by Charles M. Schwab, Luther Burbank, Hudson Maxim, Coleman Dupont and other great leaders.

It is pocket size—forty pages—beautifully printed on antique stock and is not sold at book stores or news stands. It is priced low so that manufacturers and individuals can buy it by hundreds and thousands.

You may have a copy—FREE

During the month of December, we shall gladly send one copy of this remarkable little book free to executive readers of "Sales Management," who request it on their firm's stationery (to others, a quarter), together with a letter giving quantity prices and other particulars. If you ask for it now, you won't regret it.

Shannon-Moreau Company
250 West 57th Street New York City

West of the Rockies, Write the
Coleman Cox Publishing Company
Monadnock Building San Francisco

YOUR SALESMEN, selling through the spoken word alone, find themselves successful, or otherwise, in exact proportion to their capacity to equal competing salesmen in **TALKING** ability.


INJECT EVIDENCE into this situation, and you short cut to conviction . . . For those who grasp the idea that selling is **SHOWING**, not **CLAIMING**, sales increase comes as unerringly as the operation of a law of nature.

*The very evidence you need,
now lies dormant in your files.*

*This evidence can be furnished
your salesmen in the original
form at fractional cost.*

Let us explain how this evidence can **INCREASE SALES**.

Ajax Photo-Print Co.
35 W. Adams Street Chicago, Ill.



A Distinctive Letterhead Is Your Introduction To Better and Increased Business

LITHOGRAPHED LETTERHEADS of high character are more productive than any other form of Letterhead. The cost is reasonable in quantities of 5,000 or more.

Increase the direct result—get the full value from your correspondence—open the door to more profitable business and enhance the prestige of your concern.

"YOUR LETTERS"
—our interestingly illustrated brochure on Letterheads, sent free on request, will show you how.

Higgins & Gollmar
Incorporated
Lithographers
30-38 Ferry St. New York, N. Y.



Where the Sale Begins

First impression is important—see that the card you present is an indication of your business character.

Wiggins Book Form Cards can be beautifully engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They have the snap and "feel" of quality.

We engrave them or supply blanks to your printer for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

The John B. Wiggins Company
Established 1857
1102 S. Wabash Ave. CHICAGO 705 Peoples Gas Bldg.

WIGGINS
Peerless
Book Form **CARDS**

The Passion for Inquiries

(Continued from page 265)

guarded moment. Ask them to give you a candid opinion as to the net volume, boiled down and undiluted, of the tangible inquiries supplied by the home office. Get them to tell you how much time and money they spend chasing will-o'-the-wisps of "prospects" who either are not in the market at all, or have a vague notion that some day they might be able to buy the goods. Ask them how often they lose sales to a competitor because he is able to concentrate on real, live prospects while they are following up and reporting on advertising students and the idly curious. Find out how much time they spend filling out report forms, correcting mailing lists, and dodging red-tape entanglements generally. Then ask what would happen if they were allowed to use their own judgment, based on first-hand knowledge of the territory, and to concentrate on prospects who are known to be worth at least car-fare. The chances are that you may find out something.

Inquiries Are Easy to Get

If then you will go back to the home office and make some inquiry as to the cost of all this elaborate system, you may find out something more. Get down in black and white the sum total of expense that lies behind all this delightful rattle of typewriters and rumble of presses; this filling out of forms and multi-colored filing cards; this hemorrhage of postage stamps. Take a good long look at it, and then ask yourself candidly who it is that directs the expenditure of this money. It is spent in the sacred name of efficiency, but who is it that determines where it shall be spent? On general principles I think it would be wiser, as well as cheaper, to control this expenditure yourself, instead of letting Tom, Dick or Harry pull the plug out of the waste-pipe merely by sending you a name and address. It doesn't notably resemble efficiency, to my way of thinking at least, to let the "general public" direct the efforts of one's salesmen, and determine the directions in which expenditures shall be made.

Furthermore, as any experienced advertising man can tell you, it is one of the easiest things in the

world to "pull inquiries"—a whole lot of inquiries. All that is needed is an invitation to write for this free book which will be sent without cost or obligation. Offer 'em something for nothing, and you can generally get an extra letter carrier assigned to your route. The value of the seekers after wisdom or free samples, considered as prospects, is generally another story, however. For it is one of the hardest things in the world to pull inquiries in any appreciable quantity from prospects who grade very high from the sales point of view. If this were not true, salesmen would soon become obsolete, and we should be able to do the whole job merely by inviting prospects to elect themselves as candidates for follow-up literature.

Profit Versus More Expense

Again, it is unfortunate but true that advertising copy cannot do two things at once very successfully. It cannot, for example, place all the emphasis upon the advisability of sending for a free book, and at the same time create a feeling of confidence in the house or in the product. It is extraordinarily difficult to combine a style of writing that will induce somebody to act, with the restraint and sincerity that creates the atmosphere of quiet dependability. The consumer who goes into the retail store and comes out with the goods under her arm represents a net profit to the manufacturer, while the consumer who writes for a free hand-out represents merely an opportunity to spend some money. The one is a result of advertising which increases the salability of the goods, while the other is the result of copy which treats the goods by inference in a general scheme to get inquiries.

It follows, then, that inquiries as a basis for judgment of advertising copy are quite misleading in the vast majority of cases. The copy which produces the greatest number of inquiries may, and often does, have the very least effect on the salability of the goods, because in the very effort to secure inquiries the product is of necessity shoved into a secondary place.

Quite as misleading is the reliance upon inquiries as the basis of judg-

The Plain Dealer has **The LARGEST CIRCULATION** *of Any Cleveland Newspaper*

BOTH Daily and Sunday

The Circulation figures published by all Cleveland papers in accordance with the U. S. Post Office regulations show the Plain Dealer FIRST with the LARGEST Circulation—BOTH Daily and Sunday—ever attained by any newspaper in Cleveland history!

DAILY

207,577

A Gain of 14,436 over the same
period last year



Manufacturers seeking sales expansion in Northern Ohio have but to follow the example of nearly 1,600 of the country's best-known merchandisers. They use the Plain Dealer's LARGEST circulation—BOTH Daily and Sunday—and use no other Cleveland paper!

SUNDAY

238,175

A Gain of 15,958 over the same
period last year

Steadily building up a mass of buying readers for Plain Dealer advertisers. Northern Ohioans use the Plain Dealer for their Buying Guide as well as their Reading Guide. That's why the judgment of thousands of national advertisers is sound! They **know** that the Plain Dealer delivers this great market. Nearly 1,600 of them use no other Cleveland newspaper.

The Plain Dealer

The Plain Dealer **ALONE** *Will Sell It*

J. B. Woodward, 110 E. 42nd St., New York. Woodward & Kelly, Fine Arts Bldg., Detroit, Security Bldg., Chicago

Forward-Looking Sales Managers

Make This Mammoth Plant Their Chicago Warehouse



Here they store stocks for immediate deliveries to their Chicago customers or for reshipments to their Mid-Western clientele.

Their Chicago Sales Representatives spend their time in selling, not in distribution detail. The Largest Public Warehousing Unit West of the Atlantic Seaboard is their warehouse and shipping rooms, and does the distributing job at far less cost and with much more efficiency than they could do it themselves.

Meet the keen competition in this market with assurance. You, too, can save Time, Money and Worry, as well as enjoy more sales and a bigger margin of profit by using Chicago's Big Downtown Warehouse in simplifying your distribution problems in the Middle West.

Let us know your particular need. Write us now; we know how.
Considerate—Efficient—Economical—Reliable.

Western Warehousing Company

Polk Street Terminal : Pennsylvania System : Chicago

Harrison 6350

Wilson V. Little, Supt.

more than

2,000,000

**Square feet..floor space
available in**

OMAHA

OMAHA CONTROLS - OMAHA DOMINATES

Ten trunk lines, 22 branch lines, 600 freight trains daily make Omaha an ideal point of distribution.

the heart of the midwest

Write any of these Omaha
Warehouses:

W. M. Bushman
Ford Transfer & Storage Co.
Gordon Fireproof Warehouse & Van
Mercantile Storage & Warehouse Co.

Nebraska Storage Warehouses
Pacific Storage & Warehouse Co.
Terminal Warehouse Co.
Bekins Omaha Van & Storage

ment as to mediums. Many advertisers do this, even when their copy is not primarily intended to produce inquiries, and many excellent advertising mediums suffer at times in the estimation of business men because they reach a class of readers who are not easily persuaded to fill out coupons, and do not run for the pen and ink every time their interest is aroused. That, however, is a subject which is worth more extended consideration than can be given to it here, and it will have to be held over until next time.

The Shadow for the Substance

I have said, and I repeat, that inquiries from the consuming public are indispensable to the concern which is selling merchandise direct to the public without the intervention of salesmen. They are also often useful as a temporary expedient to aid in getting distribution. In the great majority of cases, however, the advertiser who insists upon inquiries as the measure of successful advertising is taking the shadow for the substance, and is demonstrating his own essential lack of faith in his own proposition.

Not so many years ago, one of the most prominent advertisers in the office equipment field was playing the inquiry game with the greatest enthusiasm, and the advertising manager was prepared to demonstrate the most efficient system in the universe, barring none. More than a hundred people were kept busily engaged under his supervision, and the packing house industry had nothing on him when it came to utilizing everything but the squeal. There was a series of six booklets, ranging in cost from eighty cents down to a dime, and six different embossed letterheads for the primary follow-up. There was a "service department" of sixteen people (salaries from \$5,000 a year down) who studied the inquiries and supplied specific information bearing on the supposed needs of the prospect. There was an elaborate system of checking and counter-checking the mailing list, with a secondary follow-up at intervals of three months for those who proved hard-hearted. Every time a name came up again in the revolution of the seasons, the branch office in the territory was notified, and if a call on the prospect wasn't reported within a week a follow-up ensued



MURPHYSBORO, ILL.

Considers St. Louis its Best Market

—Add this new commonwealth to your map. It's a circle—radius 150 miles.

Call it "Globe-Democrat Influence." The capital is St. Louis.

The population exceeds 4¼ millions. The wealth is based on a wider variety of natural resources and industry than any other state can show.

The Globe-Democrat serves the entire 49th state. No other single newspaper even claims such coverage.

Excellent railroad service makes it easy for Murphysboro's shoppers to visit the capital of The 49th State. When you consider that The Globe-Democrat is read by the representatives of Murphysboro's 10,703 citizens; that people from this town shop daily in St. Louis; and that their bank deposits aggregate \$3,750,000, you have a fair idea of the desirability of reaching Murphysboro through Globe-Democrat advertising.

Even at home Murphysboro has these stores:—

45 Grocery Stores	6 Drug Stores
7 Auto Dealers and Garages	
5 Hardware Stores	4 Jewelers
5 Building Material Dealers	
5 Shoe Stores	5 Dry Goods Stores
7 Men's Furnishing Stores	2 Stationers
4 Confectioners	2 Furniture Stores

If you want to influence the dealers and consumers of Murphysboro, the busy industrial center, advertise in the metropolitan newspaper of the 49th State.

St. Louis
the City with
\$87,000,000
to spend on
Municipal
Improvements

Globe-Democrat

St. Louis' Largest Daily

We could not be satisfied
unless we gave St. Louis
her BEST Newspaper.

F. St. J. Richards, - - - - - New York
Guy S. Osborn, - - - - - Chicago
J. R. Scolaro, - - - - - Detroit

C. Geo. Krogness, - - - San Francisco
Dorland Agency, Ltd., - - - London
Assoc. American Newspapers, - - Paris

Every Sales Executive

wants these three problems solved

1. Utmost selling value for the package
2. Safest and cheapest delivery of the goods
3. Active dealer co-operation

Here are three factors in their solution :



FOLDING BOXES AS SALESMEN: Every product presents a different problem in design: what is right for a candy may be wrong for a coffee; the drug store's requirements are not those of the grocery.

Robert Gair Company has devised a new method of working out the right package design—a method based on *scientific selection* rather than on mere haphazard individual opinion.

There are, of course, other factors in perfecting the right folding box: assurance of correct performance in automatic filling machinery; vivid, colorful, uniform reproduction; a size and shape that allow utmost economy in material and printing.

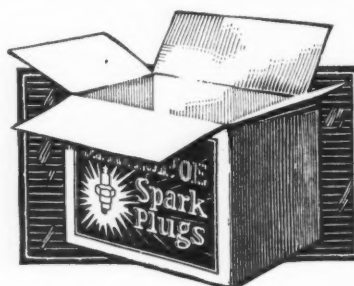
Robert Gair Company brings to bear on these questions an experience covering every type of packaged product—from inks to safety razors, from blankets to inner tubes.

THE RIGHT SHIPPING CASE: "If one goes through a freight warehouse these days," says the author of an article recently quoted in the Literary Digest, "he is struck with the lack of wooden boxes, and the way in which fibre boxes and cartons have taken their place."

But the correct fibre case is far more than four walls with a top and bottom.

Its size and shape must be carefully calculated, to insure greatest strength and utmost economy. It must fit its contents *exactly*, preventing dangerous side-thrust. Special taping, extra waterproofing, flaps with the mobility of a real hinge—these, too, are vital.

All these factors can be gauged accurately in advance. And with the Gair "drum-tester" to duplicate in the laboratory exactly the treatment your cases will receive in transit, actual performance can also be determined.



STORE AND COUNTER DISPLAYS: "How can we get premier position for our product in the store?"

Every sales executive has asked that question. Gair Display Containers offer a strikingly successful way to answer it.

With the Tinsley Model, for example, your product is practically guaranteed space on the dealer's counter or in his window. Merely flipping open the lid of the container which holds the individual units transforms it into a striking display, tipped at an inviting angle.

Robert Gair Company produces *every essential* in modern package merchandising—Labels, Lithography, Folding boxes, and Shipping cases. Send for a free copy of our latest booklet—"Testing the Merchandising Value of a Package."

ROBERT GAIR COMPANY

350 MADISON AVENUE, NEW YORK

CHICAGO

PHILADELPHIA

BOSTON

BUFFALO

addressed to the branch manager. The advertising manager's opinion of the salesman was expressed in terms more pungent than complimentary, but the salesman's opinions, though pungent, were not expressed. They were too busy giving imitations of a cat on a hot stove, and trying to extract enough bona fide prospects from the mess to keep ahead of quota.

It happened, however, that the advertising manager departed for a more altitudinous position elsewhere, and the new incumbent took counsel with the sales manager just before he went on a trip to the branches. The result was a report to the board of directors which caused an acrimonious debate, but ultimately brought about an important change in policy. The com-

pany stopped asking for inquiries through the medium of its advertising to the general public. When inquiries are received, they are sent to the branch office, and that ends the matter so far as the home office is concerned. If a salesman wishes direct mail advertising sent to a prospect, he requests it on his daily report. Three or four pieces are sent, at regular intervals, but they are all addressed at the same time, and the company keeps no record in the form of a general mailing list. If the salesman wants the prospect to receive more advertising, he must make another request. In a word, the company is directing its own advertising expenditure, instead of letting the public do so. The salesman are handling their own prospects, and conserving their energy instead

of scattering it. The advertising in magazines and newspapers is doing better service than ever, because it is devoted to the task of demonstrating the product instead of peddling free literature. The dire prognostications of disaster simply didn't make good. Gross sales have increased faster since the change than they did before. The only difference is that it is not possible nowadays to claim that a given sale is the result of the advertising because the purchaser submitted a sample of his handwriting in advance. The company, however, is not so much interested in collecting autographs as in earning profits for its stockholders, and the reduction in the advertising department costs is something which the stockholder can very readily appreciate.

When Your Audience Begins to Yawn

(Continued from page 274)

of its own and therefore, if first presented, it very likely would be pushed against.

The point to note for this second segment of the wedge-idea is that before giving an opportunity for assent, tuck ahead of the opportunity a pungent appeal for its acceptance.

Our idea in most cases is only under way by parallel-comparison and by suggestion. Progress with these two parts of our idea should bring the reader or listener to the point where he will think our proposition might be sound.

Illustrate—Don't Argue

Now, explanatory-argument with its how-why parts is to help advance the proposition of the speaker or writer from the tentative conclusion that it might be sound to the final conclusion that it must be sound.

For example, suppose an automobile salesman is representing a low swung type of car. He decides one sales appeal for his car is the comfort of its riding quality. And is not this argument? Surely. But our question would probe into the parts of this arguing idea.

Listen to his talk: "Take a four-inch pencil, each inch representing a foot. Three inches represent the three-foot height of my car—four inches, the four-foot height of my competitor's car. Imagine yourself in the high car at the top of the pen-

cil. You hit a rut, which swings the pencil, say a thirty degree angle at the bottom. At the top in the high car, you are swung two and a quarter inches. Drop down to the low car and the arc of your swing is reduced near to one and three-quarter inches. That is to say, the wrench of the passenger by hitting the same rut is close to sixty per cent less in the low swung car."

"Oh, I see," often has said the listener to this demonstration sale of the low swung car.

It is argument, yes. But explanatory-argument. The principle of the proposition is shown. Its "how" is expounded. The listener is negotiated into having an acquisitive—not an argumentative attitude of mind. His guard is down as he seeks to see. His guard would be up if he were asked to agree.

The How-Explanation

Thus one part of an arguing idea is its how-explanation.

To get at another component part of the how-explanation segment of an idea, listen to a cautious listener's retort to our automobile salesman: "Yet what about the comparative bump straight up and down incurred in the low swung car?" The answer comes: "The spring equipment of both cars is designed to change the up and down bump to a back and forth swing, so that the wrench is a

side-one rather than an up and down one." That is to say, the salesman reasons out the why-logic in support of the how-explanation already adopted by the listener. This "why" sub-point shows the sense of the "how" main point.

The "Show Me" Proof

Thus, the three steps in order for working with assent instead of pushing against dissent are a pair of two illustrations in parallel-comparison, a suggestion of the main appeal found lurking in the successful illustration as possibly lying in the speaker's proposition, an explanation of this main appeal as probably lying in the suggestion by the interjection in order of "how-so, why-so" and fourthly, the showing of the actuality of the appeal lying in the speaker's proposition by showing "where it has been so" and "when it was so" and "who knows and says that it is so."

For instance, a real estate firm in Chicago would make a general "where" statement about their property, namely, "It is a well drained sub-division." To this "where" generalization they would add specification by declaring it to be the highest point of land between the Mississippi and the lake. To this they would add verification by showing Cook County's topographical maps.



EDITORIAL

They Are Fixing Your Next Year's Salary in Washington

It is not the place of a sales publication to mix up in politics. We know that. But we do want to urge every reader of "Sales Management" to give serious thought to the situation which has developed since the Mellon recommendations for tax reductions were made public. Advices from our correspondent in Washington are that unless business men make their views known in the strongest terms to their representatives in Congress, their interests will be brushed aside in the mad quest that is going on for votes. If business men are content to sit back and take what is handed to them they are going to get very little. On the contrary, if next year proves an unsatisfactory business year, business is almost sure to be saddled with a still greater tax burden in 1925. This could mean only one thing, a general suspension of sales effort, the postponement of plans for business expansion, and a general slowing down. It would mean unemployment for salesmen. Cut commissions. Smaller bonuses. Reduced salaries. It would mean a higher tariff to meet the budget deficit, and the endangering of our none too secure foreign trade connections.

We are not opposing the bonus. On the contrary we are in favor of it, provided it can be handled in such a way that it will put more money in circulation, without inflation of money values, and permit tax relief. But we do feel that much more important than the bonus to the ex-service man is a good job. We are dubious if our prosperity can continue through 1924, much less through 1925, without tax relief.

On the other hand, the adoption of the Mellon recommendations, if sufficient pressure can be exerted, would mean better business for 1924. It would not only mean that the service men themselves will fare better, but it would mean that a great many projects which are now being held in abeyance because of the tax cloud, would be released. Capital would come out from under cover. The increased profits that would result from larger activities would result in larger earnings all through the sales department.

Your representatives in Congress are now deciding what your earnings shall be, not alone for 1924, but for several years to come. Political expediency is pulling them the other way. If you keep still you are sure to lose. Write both your representative and your senator a strong letter, voicing your opinion that the interests of the country generally, and the interest of the service men especially, will be best served by a cut in taxation. You are a sales manager. You are in a position to know how further taxation will stifle profits, by checking sales activity out of which profits arise.

Why Do Sales Managers Wallow About in Details?

We recently wrote one hundred former subscribers to "Sales Management" and asked them why they had allowed their subscription to lapse. More than half of them replied that the magazine was all right, but that they didn't have time to read it. And I daresay that they really believed it. It is a strange paradox, that the one executive whose desk you would expect to be clear, and whose mind would be occupied with thinking up better ways of marketing his products, is very often engulfed in the pettiest kind of detail work. The explanation lies in the fact that these men invariably started as salesmen. A salesman's job is a one-man job, and tends to make men over-dependent upon themselves. When the call comes to take a position of executive responsibility these men simply don't know how to organize their work. They think they have to do everything themselves. They think nobody else could do it. Not only do they make out a lot of routine reports, answer all the inquiries and complaints personally, but they insist on seeing every customer who comes to the office, spend several hours a day chatting with salesmen and discussing in person inter-departmental matters which could be handled by memos just as well. Is it any wonder that such an executive finds the day too short, and can't find the time to think of better ways to operate his department and to market his product? I venture that more than half of the routine work done by the average sales executive could be done even better by a competent woman assistant after three months' training. A sales manager's first duty should be the future of his company. He can't possibly think of this if he insists on doing everything himself.

The New York Advertising Show Disappoints

The widely heralded, extensively advertised show of the New York Advertising Club was held in the 71st Regiment Armory on November 17th. According to its sponsors it was to be an exposition to demonstrate "that advertising raises the standards and lowers the cost of living." As a matter of fact it was nothing of the kind. In the words of the New York "Tribune": "It is conspicuous for what it fails to present quite as much as what it portrays. It is an interesting collection of stray samples, of colorful odds and ends. But it falls far short of conveying what is the truth—that advertising in America has become a sort of new sense that enables purchasers to judge what they would buy and shops to determine what they must make and sell." It is a pity that some advertising men seem

COMMENT



unable to realize that advertising is no longer mere words on paper. It is no longer a trade of clever slogans, of pretty pictures, of catchy "copy." That was what advertising used to be ten years ago, but today it has developed into something bigger, something more worth-while. It has become an essential factor in present day distribution—a selling process. To emphasize the details of advertising, and fail to show its bigger aspects, is to do advertising a serious injury. The show might have been a big success from the standpoint of the exhibitor with advertising to sell, but it certainly murdered its opportunity.

Mr. Norvell's Fuss With Mr. Plumb

The attack on national consumer advertising by Saunders Norvell, at the wholesale hardware convention, has caused a small eruption in advertising circles. The advertising trade papers, of course, have sprung to the rescue of their molested offspring. No stone is to be left unturned to prove that Mr. Norvell is all wrong, and that national consumer advertising is the magic carpet on which the hardware trade will eventually ride to its salvation. For our part we are inclined to take Mr. Norvell's attack with certain reservations. We are not unmindful of the fact that Mr. Norvell is somewhat prejudiced in favor of the trade paper advertising idea, due possibly to his having been a trade paper publisher. It is also natural that as chairman of the board of directors of a concern which does not advertise he should feel as he does. So would you. So would I.

But we feel sure that if Mr. Norvell were a manufacturer instead of a jobber he would be the largest national advertiser in his field, because he is the national advertiser type. We have a great respect for Mr. Norvell as a sales manager and as a salesman. He has a remarkably keen mind. We cannot quite picture him as satisfied to let his customers tell him how much they will pay for what he makes. We cannot quite picture him putting his best thought and effort into the improvement of his line, and then letting other men sell it under orphan labels. We cannot picture him helpless in the ever-present fear that one of his few customers might quit and force him to shut down. No, we are confident that if Mr. Norvell were in Mr. Plumb's place he would have done the very thing which Mr. Plumb did. So would any other red-blooded business man.

As a result of going to the consumer direct, Mr. Plumb tells "Sales Management" he is now able to sell three-fourths of his output under his own brand, instead of one-third as formerly. Think of what that

means to a business—fewer numbers to manufacture and stock, less capital invested, a lower price due to greater manufacturing volume, insured quality, a widespread distribution of good-will, a reputation throughout the country not alone in the trade, as a maker of branded quality goods. The Plumb line today offers bigger value to the consumer, bigger profits to the dealer, bigger profits through increased turnover to the jobber, and an enduring, worth-while business for the manufacturer. Mr. Plumb now sells the thing he has for sale. No longer does he have to bicker over prices. He is the boss of his own business—the captain of his own destiny. Nothing else save national consumer advertising could have brought this about in four years' time.

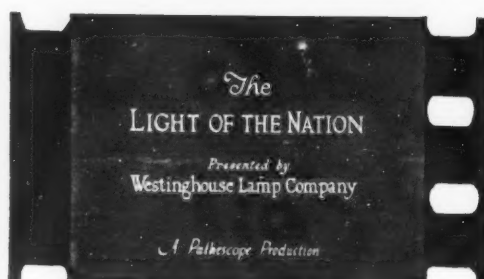
Why We Need More Sales Managers' Clubs

The credit men are paid to make it harder for the sales managers to sell—to act as a brake on unwise selling. They need each other's ideas, so they have an association. The production men realize the need for getting together and exchanging information, plans and ideas to increase, simplify and economize production. So they have an association. The accountants who tell us how much money we have to spend on sales, how much it costs to sell, to manufacture and administer, also have their associations where they get together and help each other. The Executives' Club is another good example of an association which was organized and is functioning to help its members. Executives need a lot of new ideas to help them earn the money required to maintain them in their lofty positions in life.

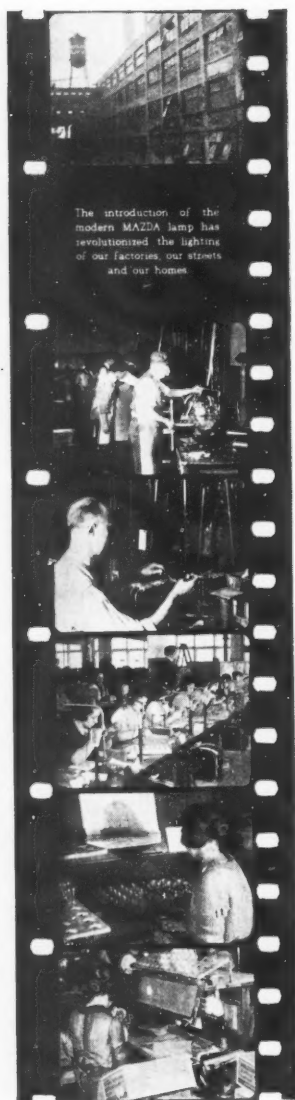
But without the salesmen not a wheel turns. Without the right sort of sales management and selling there would be no money to pay the credit men, the production men, the advertising men or the executives.

Thus are we reminded of the responsibility of the sales manager by Dr. J. M. Fitzgerald of Chicago, who closed a recent talk to the Chicago Association of Sales Managers with the query, "Are you sales managers going to neglect your organizations which disseminate new ideas, and let all these other executives starve to death, because your lack of new ideas has kept you from selling enough to pay their salaries?"

There is under way a premeditated plan to bring about a higher level in several lines of business following the inventory period. We wish to caution our readers NOT to be stampeded into any price raising tactics. Any possible profits would be more than absorbed by the increased sales resistance. Play safe and stand pat.



Achievement of the Westinghouse Lamp Company shown by an Industrial Motion Picture



Each month we describe another Pathéscope Business Film

THE Westinghouse Lamp Company commissioned the Pathéscope Film Service to make an Industrial Motion Picture which would portray the manner in which the Art of Illumination has progressed hand in hand with the advance of Civilization.

This picture, entitled *The Light of the Nation*, has proved of unusual interest. In addition to its historical character, it is a graphic illustration of the complex nature of incandescent lamp manufacture, the factories, organization and the intricate processes and machinery involved.

We all have wondered how lamps are blown and the delicate, hair-like filaments are inserted. Now we can see, through the medium of the motion picture, how various materials gathered from the four corners of the earth, are first fashioned into the several parts which go to make up a lamp, and then how these parts are assembled into the finished product. As the reel unwinds the spectator cannot but wonder at the manner in which photography has registered so accurately and clearly every detailed motion of machine and operator down to the finest of fractional measurement.

How Westinghouse Lamp Company uses the picture

This film serves a manifold purpose.

It records a definite period in an ever changing, ever progressing industry, thus becoming an important chapter in the history of the development and growth of the Company. It impresses upon the employees the importance of their own work, however small or simple it may appear, by visualizing for them

the final result of their individual effort coordinated with that of their fellow workers.

It enables the representatives of the Westinghouse Lamp Company to carry the message of the factory to the outlying field organization; to interest technical students and instruct them in the processes and methods of lamp manufacture.

It brings the Company in closer touch with its agent organizations and gains from them a greater appreciation of the effort, the study, the care and precision employed to furnish them with a product as perfect and dependable as science and untiring energy can produce.

An advertising medium and sales aid

An Industrial Motion Picture not only is valuable to large corporations, but also is used advantageously by smaller concerns. No other medium can get over so well the "romance" of most businesses, so convincingly tell the story of an organization's size, stability, equipment and capacity, or show in detail processes and machinery, perfection of product, and its variety and manner of usage.

The Pathéscope Film Service is complete

The Pathéscope Company brings to the production of Industrial Motion Pictures years of successful experience, a well balanced organization, adequately financed, a permanent staff of writers, directors and cameramen trained in the requirements of business and advertising as well as in methods of artistic production, and a modern laboratory thoroughly equipped. Much of the success achieved by Pathéscope Industrial Motion Pictures is due to the undivided

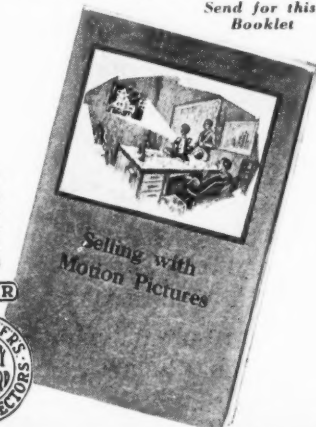
responsibility we assume throughout. We write the scenario (or story), take the picture, make the prints in our own laboratory (on either standard theater-size, or Pathéscope "Safety Standard" film) and assist in arranging every suitable means of distribution.

Our service is supplemented by the New Premier Pathéscope projector, which we manufacture, and which can be used by anyone, anywhere, without a fireproof booth and without violating municipal, state, or insurance restrictions. The New Premier Pathéscope is so exquisitely built that its large, brilliant, flickerless pictures amaze expert critics. It weighs only 23 pounds and can be carried in a small suitcase.

Among others, we have served

Alpha Portland Cement Co.
American Gas & Electric Co.
Atlantic City Electric Co.
Babcock & Wilcox Co.
Baldwin Locomotive Co.
Franklin Baker Co. (Coconut)
Brooklyn Commercial Body Co.
Colgate & Co.
Commercial Cable Co.
Foamite-Childs Corp.
General Electric Co.
Hills Bros. (Dromedary Dates)
Int'l Mercantile Marine
Kirkman & Sons
Lock Joint Pipe Co.
McGraw-Hill Co.
Mosler Safe Co.
C. F. Mueller Co. (Macaroni)
National Cash Register Co.
Ohio Power Co.
Owens Bottle Co.
Otis Elevator Co.
Postal Telegraph Co.
Reading Iron Co.
John A. Roebling Sons Co.
Robins Conveying Belt Co.
Standard Textile Products Co.
Tide Water Oil Sales Corp.
United Light & Railways Co.
U. S. Cast Iron Pipe & Fdy. Co.

Send for this Booklet



Every sales organization should know the latest developments, in the increased number of ways in which Industrial Motion Pictures may assist sales effort. The investment required is much lower than generally is believed. Specific uses of the pictures are innumerable and peculiar to each business. We invite an opportunity to demonstrate what we have done for others in your industry and to explain what the Pathéscope Film Service can do for you. Write for booklet, "Selling with Motion Pictures."

Industrial Film Division

The Pathéscope Co. of America, Inc.

Suite 1824 Aeolian Bldg., 35 West 42nd Street, New York

WILLARD B. COOK, President

Agencies in Principal Cities



What Shall We Do with Muscle-Bound Salesmen?

(Continued from page 276)

forty-five he accompanied a crowd of his friends on a fishing trip to Canada, and while there learned from a French Canadian that the small lakes in that section were filled with water-soaked hardwood timber, that had been dropped during the lumbering days. When he got back home he learned that logs submerged as these were, could not rot, and that they were as good as the day they were cut. Now here is what I call nerve. He sold his home and took what little capital he had and moved his family out into the wilderness of Canada in the section where he had fished. He bought a small portable saw mill, snaked the logs out several of the lakes, sold his lumber at a nice profit. With this he built a mill, and went into the business on a larger scale. Developing an ability to estimate timber he went from this to buying and selling options on Canadian timber land—and in less than fifteen years made a comfortable fortune. And he's the youngest spirited man today I have ever met. This year he is planning a new venture in British Columbia.

When You're Slipping

I asked him what he considered the danger signal of inertia for any man approaching the age of thirty-five. He replied, "The effort it takes to go into a new town and to make new acquaintances—when you begin to avoid meeting strangers—look out . . . you're slipping."

Fifteen years ago, a clerk in a Milwaukee wholesale machinery house asked for a chance on the sales force. He was put on the city counter and later transferred to a territory. His enthusiasm and natural ability as a salesman put him in the stellar position on the force in three years. The following year he was made sales manager. Two years later he was invited to Cincinnati to take over the job of promoting a new labor saving device for a well known company in that city. He made an enviable reputation with this company—in fact built the volume on this device alone well over two millions of dollars. He was sought after as a speaker. His name appeared in the trade journals as

one of the coming business men in that line. He was interviewed by a staff representative of one of our national magazines—and an article about him appeared later in this publication. You would know his name if I mentioned it. I met this man in the lobby of the Drake hotel, Chicago, last September—and I think I am safe in predicting that he is all through. He's on the down hill grade and he isn't a day over thirty-six. His company still retains him mainly out of gratefulness for the pioneer job that he did for them, but he is no longer in charge of sales. He has been supplanted by a younger—and a considerably less able man.

He admitted that he was muscle-bound—that he couldn't overcome the inertia which he had been accumulating for the past two years, and when I put the question to him, he replied with a touch of cynicism in his voice, "I thought I was rich when I began to draw ten thousand a year. I had everything I wanted. Then when my commissions jumped to twenty-five thousand, the money 'etherized' my ambition. By luck I was handed the success at thirty-three that shouldn't have come to me before fifty. I admit it, but I can't seem to get up nerve enough to cut off that pension they are giving me, and go to work."

Seeking Too Much Comfort

Although this is an unusual case, this seems to be the second big reason why salesmen and sales executives with great possibilities for pinnacle positions, slow down before they get their second wind.

"When a man begins to talk about getting back to the small town—to extol its comforts and pleasures as compared with those in his present circumstances, he is passing the peak of his usefulness," said a New York executive who was regretting the fact that one of his assistants had recently left him to go back home. "If that man would have stuck with me two years longer, he wouldn't have had to put up with some of the inconvenience of apartment house life. He could have made enough money here that he could have bought a fine little home out on

Long Island, and had everything and more than he will get back in the little town where he has gone. He got a few water blisters, and thought they were callouses." And this is the third "little devil" who talks inertia along about thirty-five. We've got to have good men in the small town, but before one is decided that he's elected for that position, he'd better ask himself if the reason, away down in his heart, is not a lazy desire to slow up.

The fourth muscle-binder is the appearance of a reflective type of mind. Knowledge and experience develop the philosophical turn of mind. And when philosophy comes, the fire of enthusiasm makes exist.

Room At the Top

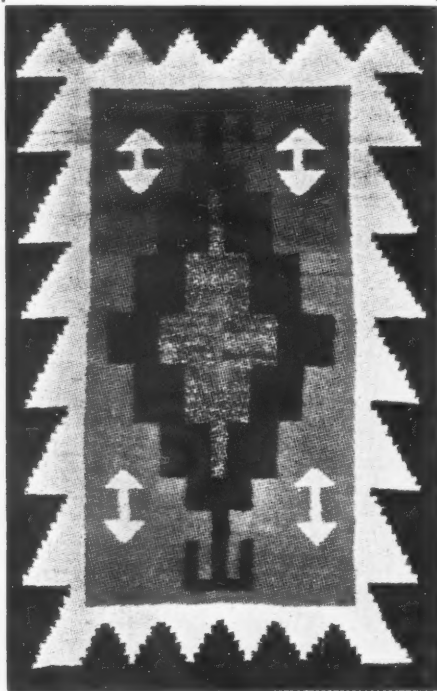
The salesman begins to slow up when he sees too easily the prospect's reasons for not buying—or the merits of the competitor's line. Any salesman who thinks, and thinks in a straight line, over a period of ten years is bound to become more analytical and reflective—and it takes a super-salesman to rise above such mental inertia and keep right on selling. I put this angle to the question to the agency manager of a nationally known insurance company. Here was his reply: "What you say is true, but when my agents reach that age and that state of mind, I can use their more mature judgment in our more important positions."

William James, the eminent psychologist, states in one of his text books on the subject of nervous anatomy, that the human brain begins to harden at thirty—that it loses its plasticity—and from then on it becomes increasingly difficult for it to register new ideas. He states that most of the habits of thought are fixed at thirty-five. This marks the end of the "taking in" period of mental life—from then on man correlates and makes use of the material he has already collected. Whether we agree with this theory or not, it is true that from thirty-five on, the "newness" of our experience is a negligible factor—we don't get excited over things the way we did.

The fifth "stop signal" is the reluctance to start on low, when the

NAVAJO Indian Rugs

Perpetual Beauty



Appropriate for Christmas Gifts

They will wear a life-time, gaining beauty with age, as do oriental rugs.

We trade direct on the Navajo Indian Reservation with the squaws who weave them and we sell at very low prices.

Sizes 2x3 feet to 5x7 feet

Prices \$5.00 to \$40.00
Pillow Tops \$1.25 each

Colors: Grey, Black and White; Also Grey, Black, Red and White

Sent on approval to responsible parties by writing to

Kirk Brothers
INDIAN TRADERS
Box 728 Gallup, New Mexico

old car comes to a standstill. Eighteen months ago a ten thousand dollar sales executive of a Minnesota manufacturer was asked to resign. He had made some blunders, but they were largely blunders of commission, and he is a better man today because of them. That man is still out of a job. He refuses to accept the kind of position he can get, at less money than he was drawing. He wants to start right in where he disconnected. He's thirty-six years old. At thirty-two he wouldn't have hesitated to start on "low," and be content to throw his speed into second and then high. Now he imagines himself old enough that he shouldn't be compelled to do that sort of thing. He's lost the perspective of youth—and that's another danger mark of thirty-five.

A Youthful Spirit Needed

Need I mention the tendency to ascribe the success of other men at thirty-five to luck and politics? Several months ago I talked with a dozen or more of the job hunters loafing around an employment office on Clinton Street, Chicago. I picked out the fellows who looked as if they "might have been." I asked several why it was they were there looking for a job, when there were a thousand men their age, over in the loop, earning from \$5,000 a year and up. You can imagine the hard-luck tales I heard! When a man begins to imagine that the top rungs on the ladder are held there with horse-shoes, he's got a little battle with himself on his hands—if he desires to pull out of the mud.

The eighth signal of approaching age is what I would call the hotel habit. Which brings to mind an acquaintance who came up to Chicago early this fall looking for a position as a sales manager. He had been out of a job for three months, been living with his father-in-law. He was nearly broke and appeared on the scene with total assets of \$75. One would have thought he would have put up at an inexpensive hotel or rooming house until he got on his feet. But not this boy. He must have the best at \$5.00 a room, and dinner in the Blue Room. He was used to the life, and he was blamed if he'd live any other way. The truth is he was brought up on one of those stony side-hill farms in Vermont, where his "old man" got him

out at dawn and kept him out until the last cow was milked and put to bed. He never recovered from the luxury of his first few years on the road. The over-stuffed, and the filet mignon, gradually assumed a deeper significance to him than the order blank—and he'll never recover.

It is said that Herbert Kaufman avoided just that sort of thing when success began to come, by continuing to work in the same old room at the top of the Tribune Building, with the straight backed chair and the deal table. A. L. Humphrey, president of the Westinghouse Air Brake Company, and now chairman of the board of directors of one of the most exclusive clubs in Pittsburgh, lived in the midst of a tribe of Indians at Needles, California (which, by the way, he named), when he was building the Southern Pacific Railroad through to the coast. And this hardship after years of comfort and financial success in Denver and the Northwest. It seems rather flat when we hesitate to move around a bit for the best interests of our company, when this man tackled the job of building a railroad across the American desert when he was already past middle age!

When the Brain Hardens

One of the executives I questioned said that he believed the presence of a keener appetite for flattery indicated quicker than anything else a tendency to slow down and review the laurels won in the past.

Another spoke of the tendency to pass up daily exercise—that a man at that age had to fight himself against the first appearance of a habit of physical laziness. Jealousy of the younger men one observes doing a little better job of it than you did, as one sees them coming on up the ladder, is another danger signal. The relinquishing of the habit of study was cited as another.

One is more apt to find men at thirty-five and after non-receptive to new ideas. They resent disagreement. When this becomes a habit they are all through—their opportunity for a larger usefulness has gone cold.

Being muscle-bound at thirty-five is like puppy-love at eighteen. It is not dangerous. But it may develop to the point where you will make a mistake which will handicap you the balance of your life.

This Idea Will Increase Your Sales in 1924

An Advertisement by
Edward H. Schulze

EVERY successful business man knows and appreciates the immense possibilities for profits in the use of strong sales letters. There is no better, more economical, nor more effective way to quickly call on customers or prospects.

Such instances as securing \$65,000.00 cash orders from a small list of only 350 prospects, each order averaging \$1,000.00 and costing less than \$5 to obtain, is one result from a series of six letters written by EDWARD H. SCHULZE for a New England manufacturer.

His obtaining 9,000 accounts from a prospect list of 30,000 at a cost of 40c per account is merely another instance of the almost unbelievable sales power of letters, *scientifically* prepared.

In your own business you can use a strong series of six sales letters to:

1. Secure inquiries that will lead to many new accounts, or;
2. Turn more inquiries into sales, or;
3. Get more business from customers buying less than they should, or;
4. Bringing back inactive accounts, the profits of which your competitors now enjoy.

However, you are often too close to your own business or too busy with other details to do justice to your product or proposition. We all realize that the outside viewpoint, occasionally used, freshens up sales argument, creates new interest from customers and prospects *who have grown too familiar with your usual appeals and presentation*. The truism that a new broom sweeps clean, well applies in this instance. A new sales slant may do much to stimulate business.

Engaging EDWARD H. SCHULZE to prepare a series of six strong sales letters for you, complete with plan, copy, layouts and all instructions, gives you the satisfaction of knowing you have done justice to your product or proposition by engaging the best known writer of scientific sales letters. If you have not read Mr. Schulze's new book, "Making Letters Pay," the most widely sold book on effective sales letters, we will gladly send you a copy for ten days' approval.

Nor need you be content with even this strong assurance of ability.

Obviously there must be certain tested and fundamental principles upon which effective sales letters can be written so as to guarantee good results.

These are the sort of sales letters written by Mr. Schulze.

Engage him to prepare a series of six master letters for you, built in accordance with his successful methods, complete with plan, copy, layouts, etc. Have as a purpose for these

letters either the (1) securing of inquiries; (2) turning more inquiries into sales; (3) getting more business from customers; or (4) bringing back inactive accounts.

The charge for the complete series of six master letters, sufficient to cover a systematic sales campaign for a period of from three to six months, is \$360. This is not cheap. Sad experience has probably taught you that the most costly saving you can make is to attempt to secure worth while results with bargain brains.

However, you must be assured the letters are really worth what is asked. The *results* must be satisfactory.

For that reason we go further than any other sales promotion service; we give you with your order an agreement whereby you pay only one-third of the total service charge as an evidence of good faith. You then wait until the actual results from all six letters have been received and if satisfied you pay the balance of the retainer either after the sixth or last letter has produced good results, or sooner, if you prefer. If not satisfied at expiration of campaign, you so advise us and we remove your name from our list of clients and charge ourselves with a loss of the balance of our service charge.

Obviously only a nationally known specialist could afford to make such a generous offer. We meet you not merely half way but *two-thirds of the way* and we would meet you all the way except that to let down the bars entirely would flood us with business from irresponsible clients of the type known as "curiosity seekers, after something for nothing."

We know that where our work is successful we need not concern ourselves with your keeping your part of the agreement for it is to your best interest to continue to employ us on the same basis, just as you would continue to employ the services of any skilled Sales Specialist who can get you more sales in less time and at lower cost.

We invite you to return coupon below.

EDWARD H. SCHULZE, Inc.
Direct Mail Advertising

Woolworth Building (37th Floor) New York City

Return This Coupon

EDWARD H. SCHULZE, Inc.
Woolworth Bldg., New York City

Your proposition sounds fair enough. Tell us what information you need to build us Six Master Sales Letters to stimulate our Sales during the first part of 1924.

One of the reasons why we received, years ago, one of our first 3-machine orders from

**THE BANKERS SUPPLY
COMPANY**

Manufacturers of

**SUPER-SAFETY
INSURED BANK CHECKS**
and recently received another repeat order for 3 machines, is because

Genuine Letters

bring more orders

It is as one of our friends says—"I dare any Sales Executive to send, 1000 friendly, human, genuine letters to 1000 accounts, and tell me that he doesn't feel better about it than when he sends 'imitations.' The courtesy of genuine letters appeals to all sensible men."

With Hoovens you can write thousands of genuine letters, with carbon-copies, making it easy for you to handle large lists as readily as your stenographer writes a few letters.

*Save 10 salaries
with 1 girl
operating 3 Hoovens
[electric typewriters]*

*Can YOU afford to pass this up? Write or call our nearest office today
It will mean INCREASED RETURNS from your letters*

HOOVEN CHICAGO COMPANY

531 South Dearborn Street, Chicago

Telephone Harrison 9288

HOOVEN LETTERS, INC.

114 East 25th Street
New York

HOOVEN AUTOMATIC TYPEWRITER CORP.

Manufacturers
Hamilton, O.

"Sales Management" Joins A. B. P.

At a meeting of the executive committee of the Associated Business Papers, Inc., on November 23rd, Sales Management Magazine was admitted to membership. The A. B. P. includes the most important business publications in all the major industrial fields. The requisites for membership are that the publication must furnish advertisers with circulation reports verified by the Audit Bureau of Circulations; that its editorial columns be free from "puffs," free reading notices or paid write-ups; that its reading columns must be independent of advertising considerations; that any advertisement which has a tendency to mislead or deceive shall be refused publication; and that subscriptions shall be solicited purely on the editorial merits of the publication. Among the better known business papers which are members are The Iron Age, Textile World, Dry Goods Economist, Grand Rapids Furniture Record, Railway Age Gazette, American Machinist, Power Plant Engineering, Motor Age, Gas Age Record, Iron Trade Review, Boot and Shoe Recorder, Hardware Age.

According to the National Retail Dry Goods Association perfumery peddlers in New York are going from house-to-house and selling water which is being represented as the very highest grade of perfume. It is claimed that these fakirs are imitating the labels of well known foreign perfumers, and are dipping the glass stoppers into perfume, letting the prospect smell the stoppers who unsuspectingly purchase the "bargain" which brings eight or ten dollars a bottle to the fakir, although he represents it to be worth from \$20 to \$30.

Sixteen salesmen of Greer & Laing, hardware jobbers of Wheeling, West Virginia, recently visited The Tappan Stove Company, and The Columbia Tire Company, both of Mansfield, Ohio. Under the leadership of E. F. Ebeling, general manager of Greer & Laing, these men learned all possible selling points from this trip to the source of supply of two of their important lines.

More than 100,000 Automobiles!

Manufacturers of Automobiles naturally seek a market for their products among automobile owners and prospective owners. There are few publications whose circulations represent as great a percentage of automobile owners as does THE ROTARIAN.

Practically everyone of our more than 90,000 subscribers owns an automobile and many of them have two or more cars. Therefore, it'll quickly be seen that THE ROTARIAN offers an unusually intensive and productive field for automobiles and accessories.

THE ROTARIAN

The Magazine of Service

Member Audit Bureau of Circulations

Advertising Manager, Frank R. Jennings, 221 East 20th Street, Chicago

Eastern Representatives
Constantine & Jackson
7 West 16th St., New York

CHICAGO

Mid-West Representatives
Wheeler & Northrup
1340 Marquette Bldg., Chicago

Subscription price: \$1.50 in U. S., Newfoundland, Cuba, and other countries to which minimum postal rates apply; \$1.75 in Canada; \$2.00 in all other countries

Published Monthly by Rotary International



No More Worry when You Have to
Write, Speak or Think Out Loud!

Van Amburgh—"The Silent Partner"—has solved your problem. Send for

THE MENTAL SPARK PLUG

By F. D. VAN AMBURGH

ATENTION, Thinkers and Doers! Do you ever want to write high-powered sales letters? Speak in Public? Prepare Ads? Edit house organs? Do you ever find yourself staring vacantly at a blank sheet of paper wishing you had a self-starter for the thoughts that simply will not come? Here's a new book you *need*.

During the last twelve years F. D. Van Amburgh, publisher of the go-gettingest little business magazine in the world, has saved up 375 pages of mental stimulation every paragraph of which you can use in your daily work. Invest in *yourself*. Be known as an "Idea Man." Send for this book today and examine it in your own home!

To The SILENT PARTNER CO.
200 Fifth Avenue, New York

Here's \$2.00. Send on your book. If I don't think it's worth ten times the price you are to refund my money at once!

NAME _____

ADDRESS _____

Should the Agency Resign When Advertisers Insist on Wasting Money?

Editor, SALES MANAGEMENT:

I must admit that this man, Cheltenham Bold, gets my attention with every issue of SALES MANAGEMENT, even though I feel that the well-known east wind ruffles up his own hair very frequently.

His article in your October number seems to be quite sound in the main, but I wonder if he is speaking for himself or for the majority of advertising agents when he admits that he sometimes prepares copy to please the advertiser, rather than to sell the merchandise. Of course, the agent is frequently put in a difficult position. His compensation is based on the volume of advertising that he places for the client, and if he cannot prepare copy which will get the approval of the advertiser, he doesn't make any money for himself.

But if he prostitutes his ability and inserts advertising which he knows will not be effective in selling merchandise, doing it because the copy appeals to the vanity of the advertiser, then is there very much difference between this and out-and-out stealing? I think that advertising would be much more effective and come nearer its potential possibilities as a course for cutting down the cost of distribution if Cheltenham Bold and the other advertising agents would develop enough back-bone so that they would resign from handling the account if the advertiser refused to pass copy without advancing good reasons.

Wouldn't advertisers have a lot more respect for agents if the latter had the courage to stand back of their convictions? An agent gets the account by telling a convincing story of his ability to prepare advertising that really pays—but, once started in the

work, he gives in to the senseless whims of the advertiser and prepares pages picturing the factory or the face of the president, even though he knows very well that the money is downright waste.

So, if Mr. Cheltenham Bold can be taken as a typical example of advertising agents, I can only say that you are giving your readers a side of their make-up which is decidedly unwholesome, even if it seems true. —J. P. Duffy, advertising manager, Eberhard Faber Pencil Company.

Dear Mr. Duffy:

You are dead right in saying that an agent ought to resign when his client insists upon running copy which represents an absolute waste of money. I know of many specific cases in which agents have done that very thing. It has happened before now in the organization which I represent, and would certainly happen again under the same conditions.

Those conditions, however, are very seldom met. It is almost always a question of values which are purely relative. It is my opinion that the client will secure better results from the copy which I suggest, while it is his belief that something else will prove more beneficial. Neither of us can have any absolute

knowledge as to what the results will be, and it is quite possible that the difference in results will not be tremendous anyway. The client has the weight of authority on his side, remember, because he is spending his own money. Should the agent deprive himself of the opportunity to serve his client better in the future, by dropping the account? I do not think so. The client will simply seek another agent who is willing to meet his wishes without making any fuss about it.

I would like to emphasize this point: that when the agent resigns, as is suggested, he does not prevent the advertiser from wasting his money. And as a practical proposition, it seems far better for the advertiser if the agent retains his interest, and gradually wins his confidence up to the point where he is willing to accept the agent's judgment. In extreme cases, of course, the conscientious agent has no choice but to resign. But the interests of the advertiser are generally far better served if he is allowed to try his experiments under protest, with the chance of winning him over to better methods later on.—Cheltenham Bold.

Why Springfield Merchants Stick To One House

(Continued from page 280)

human, and that they therefore cannot all be dealt with on one basis.

The same hardware dealer mentioned before admitted a decided preference for Stanley tools. Outside of the uniform high quality, he had been sold on the line because of the manner in which the goods were packed. He called my attention to the boxes on his shelves—they were clearly the kind that were durable enough to stand hard use, and there were no broken-in corners or caved-in lids. The stock looked clean and neat and attractive.

"I buy goods year in and year out from Calhoun, Robbins & Co. of New York simply because I know that my order will be shipped out the day it is received. I can absolutely depend on it. That's what sold me

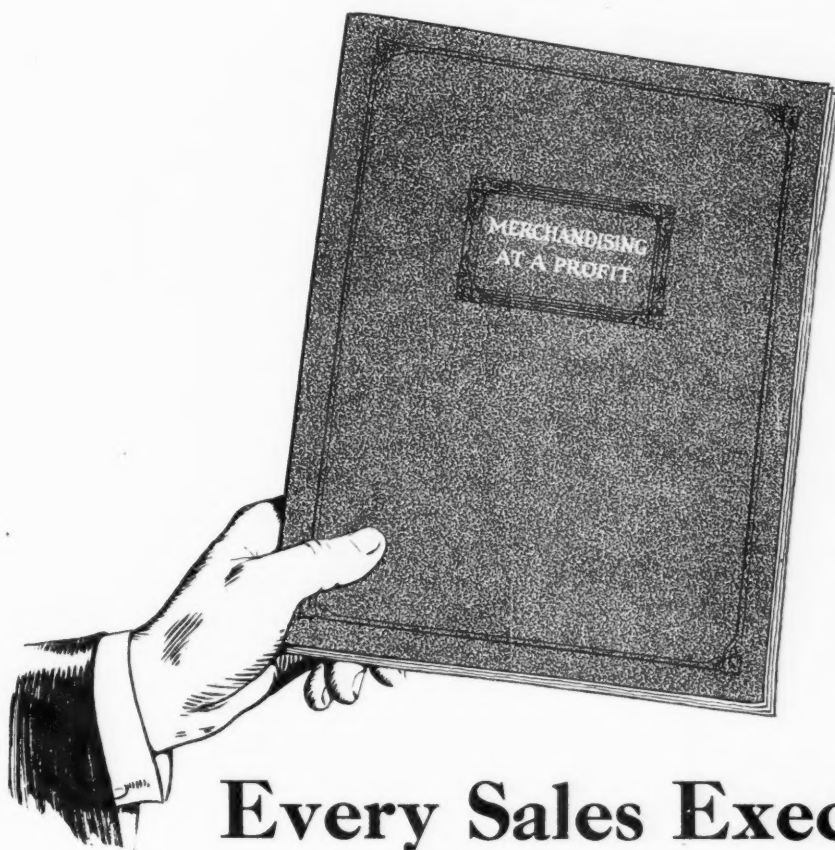
on that house," another retailer stated.

If the Springfield merchants may be taken as a fair cross section of merchants in similar businesses, there is little confidence built up where a house changes salesmen about once every four or five months. They simply don't get the business. Particularly is this true in the case of a rather new company, or one that is not so well known nationally. The salesman has to establish a friendly relationship, and he has to work consistently to maintain it. The salesman IS the house to the dealer in nine cases out of ten.

If the sales manager is harboring the idea that goods are easy to sell to merchants in a town this size, he is doomed to disillusion. The

competition in most lines is almost unbelievable. One retailer said that it was beginning to be a serious matter to him that he found most of his time taken up with salesmen, and that sometimes there were as many as eight waiting to see him at once. "Why, I'll wager I've had forty different kinds of hair nets shown to me in the last six weeks!" he told me.

Some of the reasons, then, for the beginnings of the year-to-year buying habit ought to give any sales executive material for a little mental exercise. Trifles that cost a firm the loss of even a single good account are expensive, and reciprocally, details that help to establish a firm confidence on the part of the dealer are investments that return unlimited dividends.



Every Sales Executive should have a copy

"Merchandising at a Profit" is just what its name implies—an interesting discussion of merchandising: written for the man whose problem it is to sell more of his product next year than he did last:

Written for the man whose problem it is to reduce his selling costs, to develop and broaden his business, to increase the volume of business with each one of his customers, profitably, to himself and to the customers.

"Merchandising at a Profit" is of particular interest to those who sell more than one product or service, or to more than one class of trade.

"Merchandising at a Profit," it is true, tells you something about FINDEX and what it does. But whether you eventually install the FINDEX System or not—you will find in this new bulletin of ours some worth-while ideas for your thoughtful consideration.

Fill out the coupon below and let us send you a copy

The Findex Company

342 Madison Avenue, New York, N. Y.
Canadian Pacific Building

FINDEX

(pronounced Find-ex)

FINDEX COMPANY, Canadian Pacific Building, New York, N. Y.

SM12

Send me your report on "Merchandising At a Profit."

Name.....Address.....

Firm.....Line of Business.....

And Now—Let's Talk About CIRCULATION

FOR the past two years THE WORLD, through the medium of full-page advertisements in a number of leading newspapers of the country, has been broadcasting an impressive record of advertising gains.

During that period THE WORLD'S total advertising increase has approximated 3,000,000 lines, by far the largest aggregate gain shown by any newspaper in Greater New York.

In the first eight months of this year THE WORLD gained nearly 1,000,000 lines of advertising over the same period of 1922. Of this huge increase, 800,000 lines represents the gain of the week-day WORLD and is 22% in excess of the six-day gains of *The Times*, *The Tribune* and *The American* combined over the corresponding period last year.

Far-sighted advertisers will be quick to sense the **reason**.

And the **reason** lies in the fact that THE WORLD is first, last and always a New York **newspaper**, built for New Yorkers.

After all, the first duty of a good newspaper is to print **all** the news of the community it serves. News increases in importance with its proximity to the folks who read it.

The biggest "story" since the Armistice was the earthquake in Japan, yet even this cataclysm would have been crowded off the first page had it happened on the same day as another Wall Street explosion or a repetition of the "General Slocum" disaster in the East River.

It is THE WORLD'S sense of its responsibility to New Yorkers, in that it favors **their**

news above the happenings of the world remote from their interests, that gives it an advantage which advertisers are rapidly recognizing.

And this advantage may be summed up in two brief statements:

A—THE WORLD is purchased each week-day morning by nearly 100,000 MORE New Yorkers than its nearest standard-size competitor.

B—On Sunday, THE WORLD is purchased by nearly 50,000 MORE New Yorkers than The Times, The Herald and The Tribune combined.

So much for circulation—which is the lifeblood of advertising, and is therefore directly responsible for the consistently increasing gains set forth in the opening paragraphs of this advertisement.

Manufacturers who advertise in New York newspapers obviously want to reach New Yorkers. The very fundamentals of economy would prompt the use of that paper which best serves the New York public, as evidenced by its circulation supremacy in the greater city.

New Yorkers want to know about New York. It is the city in which they live and buy their merchandise.

Many years ago the merchants of New York learned the value of concentrating their efforts directly in the territory within daily reach of their stores, and THE WORLD offers a greater concentration in this territory than any other newspaper in its field.



Pulitzer Building, New York

Ford Building
Detroit

Securities Building
Seattle

Title Insurance Building
Los Angeles

Market and Third Streets
San Francisco

Mallers Building
Chicago

Salesmen Who Have Reached the Limit of their Capacity

(Continued from page 266)

relating how old established concerns with splendid distribution have found new markets or new uses for their products and substantially increased their volume of business.

When a company is inclined to the opinion that a given territory has reached the saturation point, it is a problem not of salesmen, but one for the sales, advertising, and research departments to tackle and to study until they have found a remedy for the situation.

The various methods outlined in the preceding section can profitably be applied here. The only difference is that in the first case it may be a salesman who is not suited to his territory, where here it is a territory which is not covered by the right type of salesman. Besides these suggestions, the assigning of a new branch manager or a new supervisor frequently results in the discovery of sales possibilities which were overlooked by the previous incumbent. Most fruitful of all perhaps, is to assign to that territory salesmen who have had conspicuous success in building up existing accounts. Another variation of this last method is to have a junior salesman take over the satisfactory accounts and leave the present man free to nurse along the weak ones.

Can He Succeed As a Retailer?

The most serious question which arises is: is the salesman fitted to make a success in the retail business? Even if financed by the company, will he be able to net as much as he now does? Retailing requires much more than selling ability. It requires a knowledge of merchandising, of retail credit, advertising, and financing. After a considerable period of years spent on the road, furthermore, the rather restricted life of the retailer may pall on the salesman. In fairness, both to the salesman and to the house, a careful attempt should be made to determine whether the salesman is fitted to make a success of retailing. If he cannot be reasonably sure of doing at least as well, he should not be encouraged to take such a radical step.

Any large concern which is from time to time faced with this situation, might profitably institute a plan to ascertain the salesman's aptitude for retailing. Under the guise of permitting its men to gain first-hand a more detailed knowledge of the retailer's problems and thus to assist the dealers more successfully, the house might arrange with several representative dealers in towns of different sizes, to have the men spend a week or two in each place, helping them take care of their trade. This could be arranged during odd times over a period of, say, two years, so that it would not take the salesman away from his territory for too long a stretch.

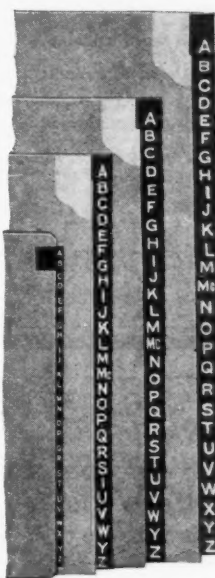
The Desired Results

This plan would accomplish three things: 1. It would give the house a good line on the salesman's fitness for retailing. 2. It would enable the salesman to decide whether or not retailing appealed to him as an occupation; and, 3. It would give the salesman an insight into retailing which should prove of inestimable benefit to him in selling his present trade. In any event, the house should under no circumstances be a party to encouraging the salesman, in a burst of enthusiasm over the prospect of being his own boss, to step into a new and probably bewildering occupation.

Finally, it often happens that salesmen possess little or no executive ability for the simple reason that they have never had the opportunity to develop it. Executive ability is, in most cases, composed of equal parts of natural ability and experience. The salesman who, from a tender age, has been called upon for no greater display of such ability than the filling out of order blanks and the inditing of reports cannot in justice be expected to blossom out into an executive over night. If, during his odd time spent in the home office, he were assigned office work of an increasing responsible nature, it is by no means improbable that in the course of a few years he would show promise of considerable latent executive ability.

Loose Leaf Indexes

To Suit Your Individual Requirements or Stock Arrangements and Styles



We have given a very exhaustive and scientific study to the necessities in the manufacture of indexes. We are most discriminating in the selection of material used. For these reasons we know our product merits your close inspection.

No matter how complex your indexing problem may be, put it up to us. Our service department is maintained for your benefit.

Our dealer is as near to you as your telephone

G. J. Aigner & Company

Manufacturers

521-523 W. Monroe St. Chicago, Ill.

Scientific Sales Management

By CHARLES W. HOYT

This book should be in the hands of every man interested in the selling end of a business. In it Mr. Hoyt takes up the subject of quotas, routings, sales bulletin, sales conventions, etc.

On receipt of your check for \$2.50 or order on your or on your firm's letterhead we shall be glad to send copy for your perusal. If at the end of five days you are not satisfied with the book you may return it and your money will be refunded.

GEORGE B. WOOLSON & CO.
116 W. 32nd St. New York

Hammer Home

your mail sales arguments with

Sales Managers' REDI-CUTS

for House Organs, Bulletins and Advertising.

Send eight cents in stamps for latest proof sheets

MONARCH STUDIOS 341 Fifth Ave., N. Y.



Send 10c for proof sheets
Special AUTOMOTIVE and HOLIDAY CARTOON CUTS
In One and Two Colors

Sales Contest and House Organ Pepper. Pen and Ink Drawings of Salesmen

Cartoons drawn from photos by Lew Merrill

Business Cartoon Service
35 South Dearborn Street, Chicago

Here's an unusual case

"Dear Mr. Ridderhof:

"I have to report that in every instance in which an inquiry was received and one of your folders sent, an order has resulted, and that without follow-up. Of course I would not dare hope for such results over a great period of time, but I do know that, if the inquiry is an honest one, the folder makes the sale."

Remember, I said it was an unusual case, and don't claim that I always do as well. Nevertheless, the resultfulness of my appeal averages extremely high.

Bear in mind also that the above quotation refers to only one phase of my work, and that I can serve you from the development of the sales plan clear through to the landing of the orders.

So, for your own sake, tell me something of your problems, or at least let my Booklet E-40 explain how I can help you to the additional business you desire.

Cornel Ridderhof

Times Bldg.

New York

SALES MAPS

Send a
Weekly Sales
Map-Bulletin
into Every
Territory

Nothing visualizes sales situations so clearly and forcefully as sales records and quotas displayed in map form. You will find a weekly map sales bulletin a tremendous stimulus. The new Graphic U. S. Maps have convenient key to colors and shadings. Good white stock; takes water color. 8½x11 inches, 50c per dozen; \$3.00 per hundred. 17x22 inches, \$2.25 per dozen; \$10.00 per hundred.

The Graphic Press

Room 1010 Wrigley Bldg.
Chicago, Illinois

Get Quick Action

You can't imagine what efficiency really is until you visualize your work on charts or maps with

MOORE MAPTACKS

50 Colors 5 Sizes

Send One Dollar for samples of Maptacks in ten different colors, with simple directions, and suggestions how to use them.

A copy of "System Simplified" showing Color Chart and Samples FREE.

Moore Push-Pin Co. will tell
113 Berkley St., Philadelphia

Mfrs. of the World-Famous Moore Push-Pins, Push-In Hangers, Thumb-tacks and Signals. ®



\$22,000 from a Letter!

\$22,896.20 worth of merchandise sold with a single one-page "form" letter at a total cost of \$7.36.05. Send 25c for a copy of "Postage Magazine," and an actual copy of this letter will be sent gratis. If you sell, you need "Postage," which tells how to write Sales-Producing Letters, Folders, Booklets, House Magazines. Subscription \$2 a year for 12 numbers chock full of usable, cashable ideas.

POSTAGE, 18 E. 18 St., New York

How We Made Our Business Worth Advertising

(Continued from page 288)

country in the world. Even little known Mozambique, on the east coast of Africa, uses a considerable quantity of our goods. We have our own factories in New York City and Montreal. Sales in the United States are made to drug jobbers and in some cases to large retailers direct. Our retail outlets in this country number about 48,000 retail druggists as well as department stores.

Color Interests the Dealers

Our orders come for the most part from jobbers, but our salesmen do their real work among the retailers. For this reason, we have found the salary basis of compensation most satisfactory. While we have done well in interesting the retailer in our goods, this is still one of our vital problems. Our men must spend a great deal of time in dealers' stores helping them with displays and getting Cutex up front where customers can see it. In our national publication advertising we use a proportion of color pages, mostly back covers. The use of color has a good effect, we have found, in enlisting the dealer's interest.

Sometimes a lagging member of a family of products causes a sales manager considerable perplexity. It is often a question whether it is better to keep the item or drop it. An interesting experience along this line just occurred in our business. There may be a lesson in the experience for other executives.

A few years ago we added a nail polish to the Cutex line in the form of a cake. Professional manicurists used, generally, a cake polish, and I thought it would sell. We also had a liquid polish but we never pushed it very hard. I made a trip to Paris during the summer of 1920 and observed that liquid polishes were more popular over there than other kinds, so upon my return we brought our liquid polish to the front and put a sales and advertising drive behind it. As a result it soon began to outsell any of our other polishes. Before we started to push it, however, we made a change in the polish itself.

While in Paris I noticed that the more popular polishes were the more brilliant—that the popular taste ran toward extremes. Our own liquid polish was somewhat conservative as to brilliance, in accordance with what we conceived to be the prevailing taste of American women. Our conception was no doubt influenced to some extent by the general conception of so many observers of the way in which the use of beauty articles has been spreading among the women of this and other countries. This increased use has been assigned to the influence of the war—that it was a sort of fad which would subside. I came back from Paris convinced it was not a fad but a permanent trend and that the tendency is increasingly toward extremes. The golden age for health and beauty accessories is coming, not going. Interest in them increases from year to year. It is an inevitable tendency.

A Radical Change

We took a radical step. Instead of trying to change our old polish, we got up a new one—a brilliant, lasting, quick-drying polish in a new container. When it was ready for shipment we made plans for getting immediate distribution. Special advertisements, featuring the polish—we used a number of full-size newspaper pages in addition to our magazine pages—came out simultaneously with our sales drive. By means of this decision and energetic campaign, we secured our distribution, stimulated sales on the new polish and sold practically every dollar's worth of the old polish then on the shelves of the trade. Almost over night, so to speak, we dropped an article of indifferent sales value from our line, saved every dollar of investment in it, and put a new product—a better product—on the market in its place with a rush that drove sales to a level nearly twice as high as they had ever been on the old polish.

Successful advertising on a large scale is predicated upon confidence, which should always be taken into consideration in every campaign.

HOTEL MANAGEMENT Offers a Complete Sales Plan



MANUFACTURERS are rapidly coming to appreciate the sales possibilities of "1,100,000 rooms"—a conservative estimate of the hotel market. Campaigns are starting in every issue of HOTEL MANAGEMENT. Advertising plans are being shaped to include educational work to the country's fourth industry.

A complete sales and advertising plan, developed in the Service Bureau of HOTEL MANAGEMENT, makes it possible to organize quickly and definitely to get business from this vast market. Here is what the plan includes:

HOTEL MANAGEMENT

A magazine in which the leading hotel men and the consultants swap experiences every month on construction, equipment and management. It gives a complete coverage of all the worthwhile hotels and of those consultants who influence hotel purchasing.

NEW PROJECT REPORT

A regular service covering new hotels, remodelling operations and hotel fires. The information is all classified territorially so that it can be easily forwarded to salesmen in their territories or can be circularized from the main office.

SALES MANUAL

A complete treatise on how to sell to hotels. It shows how many hotels there are and where they are. It explains the organization in hotels of all sizes. It tells in each case who the important influences are both inside and outside the hotel.

CONSULTING SERVICE

A service for advertisers including investigations, copy suggestions and actual writing of copy. This work is done under the supervision of a practical hotel man with experience in the management of four leading hotels of this country.

SALES BULLETIN

A practical method of keeping selling information up to date. It goes to manufacturers who advertise in HOTEL MANAGEMENT for distribution to their salesmen. It is full of information about hotels and about selling to hotels.

LISTS FOR CIRCULARIZING

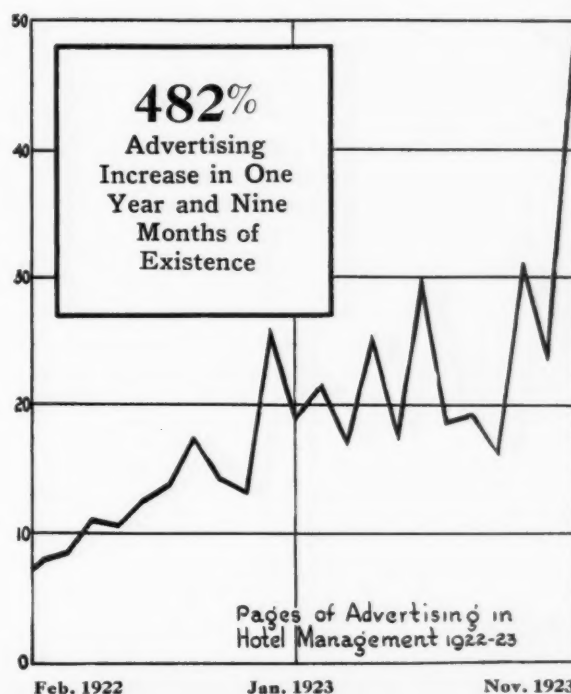
A service that makes it possible to intensify promotion efforts on definite territories, definite kinds of hotels, etc. Various supplementary lists include purchasing agents of chain hotel systems, hotel architects, hotel supply houses and so forth.

A Gauge of the Fast-Growing Interest in the Hotel Market

A Few Newcomers in HOTEL MANAGEMENT

ALEXANDER SMITH CARPETS
ALPHAGRAM DAMASKS
CALIFORNIA FRUIT GROWERS
CALIFORNIA PRUNES
CANNON TOWELS
EDISON MAZDA LAMPS
GORHAM SILVER
GUMPERT DESSERTS
INTERNATIONAL SILVER
IVORY SOAP
JELLO DESSERTS
JONES FARM SAUSAGES
PALMOLIVE SOAP
SIMMONS BEDS
SUN KIST ORANGES
SUN MAID RAISINS
WALLACE SILVER
WAMSUTTA SHEETINGS
WATERS-GENTER TOASTERS
WYANDOTTE CLEANER

THE chart at the right traces the advertising carried in HOTEL MANAGEMENT from its first issue in February, 1922, to the November, 1923, issue. November, 1922, carried twenty-five and a half pages of paid advertising, and November, 1923, forty-nine and a half pages. These figures are evidence of the increased interest in the hotel field, and the progress made by HOTEL MANAGEMENT Magazine in a comparatively short time.



**HOTEL
MANAGEMENT**

AHRENS PUBLISHING COMPANY

134 St. James Place
Buffalo, N. Y.

Executive Offices
342 MADISON AVENUE
NEW YORK CITY

20 East Erie Street
Chicago, Ill.

Pacific Coast Representatives—Blanchard-Nichols-Coleman

Subscribes for Entire Sales Organization

"We are impressed with this magazine as a publication of genuine merit and would be interested in having your magazine mailed to our Branch Offices. You may start with the January issue and mail to the seventy-five (75) addresses on the list attached."—J. A. Rand, President, Kardex Sales Co., Tonawanda, N. Y.

One Live Magazine

"SALESOLOGY reached my desk just as I was starting on my vacation, and I said to myself, 'here is another of those magazines which clearly and completely explains just how to run salesmen.'"

"Before I threw it away I thought I would take a squint at it as I rode along in the train, and say, it certainly is one live magazine. I certainly will look forward to receiving it regularly."—W. B. Alexander, Sales Manager, The Barrett Company, Boston.

Thinks It Great Stuff

"In the humble opinion of your correspondent you certainly have amassed some very humanly human articles in this issue, and further copies will be awaited with much interest."—W. H. Singleton, Manager Atlanta Branch, Muncie Oil Engine Company.

Best of Them All

"I enclose \$2.00 for one year's subscription to SALESOLOGY beginning with the latest issue. Please send first copy by return mail.

"Noticed this on the news stand and it struck me as being the best of them all."—J. A. Crane, 3638 Bamberger Ave., St. Louis, Mo.

Contains Real Meat

"Enclosed find check for \$2.00 to cover one year's subscription to SALESOLOGY beginning with the January issue.

"So far I have only seen two issues, but the magazine seems to be just what we are looking for, and I have examined many and subscribed for some. You can get at the meat without wading through a lot of useless material."—E. A. Lambert, Asst. Sales Mgr., A. Stein & Company, Chicago.

Twenty-Six Subscribers

"Enclosed please find subscription list and check to cover cost of twenty-six subscriptions to SALESOLOGY. These salesmen have become interested through the sample copies you sent the writer."—F. R. S., The H. J. Heinz Co., Kansas City, Mo.

A Sales Classic

"Two issues of SALESOLOGY have convinced me that it fills a big gap. Your ideas are dandy and cannot help but put the brakes on careless selling. I enclose my check for one year's subscription."—R. E. Corning, Sales Agent, 5101 Jenkins Arcade Bldg., Pittsburgh, Pa.

Fills a Big Gap

"We received a copy of SALESOLOGY and while we have not had an opportunity to read the entire contents, we do think that this medium of yours is a sales classic."—M. Edelstein, Manager, Albany branch, Pillsbury Flour Mills Company.

Wins His Approval

"We frankly believe that within the covers of SALESOLOGY there is something that cannot be measured in dollars and cents—that is experience. It surely afforded the writer a great deal of pleasure and we have passed it on to the department heads of the company.

"It performs a threefold purpose: puts pep in salesmen, pushes sales and inspires confidence.

"Please put me down for a year's subscription."—Chas. G. Schram, The Quaker Oats Company, Chicago, Ill.

Ten Subscriptions

"Recently the writer, after having enjoyed a copy of SALESOLOGY, mentioned this spirited, snappy publication at one of our salesmen's meetings, with the result that ten salesmen subscribed for it on the spot."—Jas. T. Rodd, Assistant Sales Manager, Smith, Kline & French Co., wholesale druggists, Philadelphia, Pennsylvania.

Most Interesting

"SALESOLOGY just received. Have read it through from cover to cover, and find it to be one of the most interesting as well as instructive sales magazine that we have ever read. The articles are so helpful that we will thank you to send us five additional copies as well as mail us six copies of each additional edition. Mail us invoice to cover same."—T. L. Betterton, Betterton-Rupert Coffee Co., Ashland, Kentucky.

Encyclopedia on Salesmanship

"Permit me to compliment you upon your recent issue of SALESOLOGY which is a regular encyclopedia on salesmanship and sales methods.

"It is very encouraging to see a publication of this character carrying the topics which your publication carries, and I want to wish you the greatest possible success in your efforts."—B. P. Neff, Executive Vice-President, F. A. Patrick & Co., Duluth, Minn.

Why the Editor Blushed

NO, we didn't wander into the "Follies" or suddenly bump into a picture of Rodin's "Kiss." Yet a calorific effulgence, in a manner of speaking, suffuses our editorial countenance just so many times each day—more or less.

Thank the good Lord we do not publish SALESOLOGY in France, where men are prone to swap kisses to emphasize approbation. Otherwise there are many who rate high in the selling field who might be tempted according to custom to bestow an osculation on the editorial map. If you think our suspicions are not well founded then cast a mean eye on some of the bouquets on this page.

Our editorial policy is "DON'T TRY TO KID THE NATIVES." And the fact that we are serving "bear meat" in each issue is amply proved by similar letters that find their way to the editorial desk every day—letters that are signed by men who know selling. Hence the editorial blush.

There is a mute reminder below that you can still get one hundred cents worth for one dollar—AND MORE. Give it a ride—chaperoned for this special occasion by ONE IRON MAN.

SALESOLOGY MAGAZINE

53 West Jackson Boulevard

CHICAGO, ILLINOIS

SALESOLOGY

53 W. Jackson Blvd., Chicago

With the understanding that if I like SALESOLOGY I will show it to my salesmen I am sending herewith ONE DOLLAR (half the regular subscription price) for which you will send me SALESOLOGY for one year.

Name.....

Address.....

Company.....

Position.....

TIPS



We are advised by the Federal Trade Commission that copies of the second report of the commission's investigation on the house furnishings trade are now ready for distribution. As will be remembered the investigation was made in response to Senate Resolution No. 127, dated January 4, 1922, which called for a complete investigation of the causes for factory, wholesale and retail price conditions in the entire household goods industry.

The first report was completed and sent to the Senate in January and is now available in book form. The second report is not ready in book form but mimeographed copies are now available. This second report deals with conditions in the stove manufacturing industry. The final report of the series will deal with kitchen equipment and is nearing completion.

Rivaling Roosevelt's "River of Doubt" in its challenge to the imagination is "The River of Ink" so interestingly described in The Carter's Ink Company's little book, "The Story Your Ink Bottle Tells." How two streams of water in Africa, carrying the chemical elements of the soil in which they travel, eventually flow together and form a river of ink as black as your hat, is only one of the interesting details, explaining the various processes of good ink manufacture which the author so aptly describes. The book will be particularly valuable to purchasing agents and other executives of concerns using large quantities of ink, but any man regardless of his position, will find it captivating reading. Walter F. Wyman, sales and advertising manager, Carter's Ink Company, Cambridge, Mass., will send you a copy if you ask for it.

"The Fertile Period of the Buying Mind" is the title of an attractively printed and compellingly worded brochure now being distributed by *The Chicago Evening American*. "Like every other human faculty, the buying mind grows, attains its climax, then 'settles down.' It has its definite period of fertility—a fixed span during which it is enthusiastic, wide open, susceptible, and responsive—when it is conceiving buying thoughts and giving birth to results in the shape of purchases." This period, according to *The American*, lies between twenty and forty years. If "young folks," up to

forty, constitute your greatest market, you will find this brochure interesting. Another good booklet on this same subject is "The Age Factor in Selling and Advertising," published by *Photoplay*, 221 W. 57th St., New York.

"K. K. K."—Kotton, Korn and Kafir—are the subjects discussed in "Komments on Oklahoma Krops and Konditions," a twenty-page booklet published by *The Oklahoma Farmer-Stockman*, Oklahoma City, Okla., which reveals the truly astonishing growth and progress of Oklahoma during the past thirty years. Oklahoma produced crops this single year of a value exceeding \$550,000,000 and manufactured products to the value of \$425,000,000, while the oil and mineral production exceeded \$400,000,000 in value. And thirty years ago Oklahoma was without farms, cities, schools or any considerable population of white people! If your products sell to people who live on farms you will find an active and prosperous market in Oklahoma.

If you publish a dealer or consumer magazine or house organ of wide circulation, and find it difficult at times to picture your product in an appetizing or compelling manner, you will get some fresh ideas from an examination of "The Ingersoll Graphic," the new rotogravure publication of the Ingersoll Redipoint Pencil Co., Quality Point, St. Paul, Minn. The sales-stimulating effect of the satin-soft brown tone of the rotogravure process was never better illustrated than in this first number of *The Graphic*.

"Yours Sincerely" is the friendly and inviting name of a new house organ just started by *The New York News*. The editor has the right idea. Instead of trying to cram a lot of propaganda into a sugar-coated pellet, "Yours Sincerely" bids fair to be interesting reading in itself for advertising and sales executives, and if future issues are as good as the first you will want to be on the "free list." The address is 25 Park Place, New York.

A sixteen-page brochure, illustrating the quality of color in farm paper advertising, and giving many valuable hints on the profitable use of color, has just been issued by the Advertising Department, Meredith Publications, Des Moines, Iowa.

Which Is Your Poorest Territory?

If you operate nationally or over several states, send us the boundaries of three or four of your good and poor territories. We will analyze these according to Polk's quota system and tell you which should be producing the most business and why.

Concerns like Burroughs, Elliott-Fisher, Dayton Scale, Multigraph, and others which have had to create a demand for their products before they could secure volume sales know what their territories should produce. We help such concerns compile the facts on which their quotas are established. Our extensive experience, records, and data used in such work are at your service.

Polk's Census of Business and Quota Service has, among many other things, shown some concerns that—

1. Certain supposedly poor salesmen were really making better showings against the possibilities of their territories than "star" salesmen.
2. How to determine the proper amount of territory for a salesman to handle?
3. How to satisfy their salesmen when they find it necessary to cut their territories?

Tell us your quota problems and without obligating you in any way, let us see if with our territory analysis experience we can help you to secure more satisfactory distribution.

Sales Quota Department

R.L. POLK & COMPANY

Room 222, Polk Directory Bldg.
DETROIT, MICH.

Write on your letterhead for a free copy of our monthly publication QUOTA.

Better Booklets for Less Money

5000 Eight-Page BOOKLETS	5000 Four-Page FOLDERS
3½x6¼, printed on good Enameled paper \$70	6x9, printed on good Enameled paper \$42
1000 8-page booklets, \$25	1000 4-page folders, \$20
Write for Free Samples on Your Printed Letterhead	
E. FANTUS CO., Printers, 525 S. Dearborn St., Chicago	

QUALITY PHOTOSTAT TESTIMONIALS

Send for Samples
Best prices—Quickest service
Commercial Photo-Print Co.
80 Maiden Lane New York City

A Human Book About Selling!

He was just a red-headed boy, when he started out to sell. His father, now the chief sales executive for one of America's leading commercial organizations, was an old-time salesman. An associate discovered that the father was writing a series of most interesting human letters to his boy, and induced him to permit their anonymous publication.



R. L. JAMES

R. L. James, the author of the letters from which this book was compiled, is now the general sales manager of Libby, McNeill & Libby, one of the great sales organizations of the country. Because Mr. James has been a salesman all his life, essentially a practical doer in the sales world, you will be delighted with the many concrete suggestions that permeate these pages.

The price of this book, on approval, is \$1.10. Its convenient side-coat-pocket size and durable board binding makes it a particularly attractive gift book for salesmen

That is the most refreshing thing about these letters. They are *real* letters, written to a *real* son by a *real* father who has been over the road himself and who naturally wants to help his son over the rough spots and avoid the pit-falls that he, himself, had encountered.

Letters from an Old Time Salesman to his Son

Follows the career of this real salesman from "cub" traveler to branch manager, division manager, and finally into the general sales manager's chair, with homely common sense advice that is all the more sincere and practical because of the human relationship that induced its writing.

Mr. James is not one of those long-haired, long-tied, long-winded writers who thinks of selling in abstract theories and terms of psycho-analysis. To him selling is a matter-of-fact means to a living. And in these letters to his son, that is the great, dominating thought.

Your interest will grow with every paragraph read.

Published by

THE DARTNELL CORPORATION

Chicago—1801 Leland Ave.

342 Madison Ave.—New York

News of the Road

Sales executives who in former days were familiar with the old Morton House in Grand Rapids, Mich., will be interested to know that the new \$1,500,000 Morton Hotel has recently been opened. Every effort has been made to make the new Morton a hotel that will appeal to the traveler and give him a sense of security, comfort and ease, and it has been fitted with every convenience including fourteen well lighted sample rooms.

The first all steel frame building of its kind to be erected in Wichita, Kansas, is the McClellan Hotel, which will be opened to the public about January 1, 1924. This hotel will cater particularly to conventions and it will have a splendid convention hall and ballroom which will accommodate 1,000 persons.

Along with news of the razing of the old Eggleston Hotel in Rochester, N. Y., comes the information that work has started on the magnificent building which will supplant the famous old Palmer House in Chicago. The new Palmer will be built in units and the present hotel will continue operations throughout the construction.

Sales managers who make their Tennessee headquarters in Memphis, will be glad to hear of the new two million dollar Hotel Peabody which is soon to be erected. The building will contain 625 guest rooms as well as a number of special sample rooms and conference rooms.

Sales executives who stop off at Tacoma, Wash., on the way between Seattle and Portland, Ore., will be interested in the new Hotel Winthrop which is being constructed. This hotel which will cost one and a half millions will have 385 guest rooms, a main dining room, two private dining rooms, a roof garden and a ballroom. The Rotary and Kiwanis clubs have already reserved a special dining room with an individual pantry and kitchen.

Other hotels in process of construction are the Hotel Farforest in Union, S. C., and a new 500 room hotel in Elizabeth, N. J.

Of interest to sales executives, who are planning sales conventions for the first of the year, is the report which the Drake Hotel in Chicago has just sent to us. They state that interest in conventions this year is greater than ever, as expressed by the many reservations which have been booked with them.

The Illinois Central Railroad has issued invitations to the traveling public to inspect its new "deluxe" train, "The Floridan," which is on exhibition in Chicago. The equipment of this train, which goes in service some time in December, consists of mountain type locomotive, club and dining cars, drawing room, compartment and open section sleeping and observation cars.

Galveston, Texas, is to have a new hotel costing \$650,000. The Boulevard, as it will be called, will be twelve stories in height and the equipment consists of the best that can be purchased.

HOTELS

Baltimore
Muehlebach

12th Street and Baltimore Avenue
KANSAS CITY, MO.



500 ROOMS



500 ROOMS

IN the very center of the business district, the combined buying power giving the best in room accommodations, cafe and dining service at fair prices.

S. J. WHITMORE, Chairman
JOSEPH REICHL, V-P. and Gen. Mgr.
Jos. R. DUMONT, Mgr. Hotel Baltimore

Hotels should be part of your sales plans

MOST salesmen are born optimists. They almost always plan their trips with many more calls than they can cover—trust to short visits, quick sales.

A few delays, and they are hopelessly behind schedule—trying to catch up. They make late night and early morning trains—and in order to make them, put up with many discomforts.

They will even stop at the first hotel in sight, a place where the food is dubious, sleep well nigh impossible.

If ever you are pinched for time, make a special point of stopping at the United Hotels along your way. Here you will find good food, rest and comfort. Your needs will be taken care of speedily and efficiently for they are understood.

United Hotels are easily reached; and you will find them close to business centers.

And a restful night's sleep at a United will make you keen and alert for tomorrow's business.

UNITED HOTELS COMPANY

Executive Offices:

25 WEST 45TH STREET, NEW YORK

THESE hotels understand the salesmen's needs. They afford comfort and luxury, yet without extravagance. Plan to make several stopovers at United Hotels on your next trip.

Akron, Ohio

The PORTAGE

Albany, New York

The TEN EYCK

Erie, Pennsylvania

The LAWRENCE

Flint, Michigan

The DURANT

Harrisburg, Pa.

The PENN-HARRIS

Newark, New Jersey

The ROBERT TREAT

Rochester, New York

The SENECA

Hotel ROCHESTER

Syracuse, New York

The ONONDAGA

Trenton, New Jersey

The STACY-TRENT

Utica, New York

Hotel UTICA

Worcester, Mass.

The BANCROFT

Canadian United Hotels

Hamilton, Canada

The ROYAL CONNAUGHT

Montreal, Canada

The MOUNT ROYAL

Toronto, Canada

The KING EDWARD

Windsor, Canada

The PRINCE EDWARD

Niagara Falls, Canada

The CLIFTON

(Open May to September)

Under Construction

New York City

The ROOSEVELT

Seattle, Wash.

The OLYMPIC

Paterson, N. J.

The ALEXANDER HAMILTON

Niagara Falls, N. Y.

The NIAGARA

THE UNITED CHAIN

Twenty Ways to Meet Price Objections

(Continued from page 258)

African expedition" won prestige and crushed price objections for many products at the time the former president made his memorable trip.

Use localized terminals. Salesmen for a well known office appliance manufacturer have testimonials sorted by lines of business and locality. When talking to a buyer in Chicago they don't use the testimonials of a buyer in Georgia, but invariably have Chicago testimonials for use in Chicago. A coal dealer respects the opinion of another coal dealer more than he does that of a jewelry merchant.

Buyers are paid to kick at prices and often do it merely to ascertain whether or not the salesman has more than one price. When the matter of price comes up take a firm stand, emphasizing the fact that you have but one price. One salesman handles the situation this way: "Would you rather deal with a man who has an inside price to the keenest buyers, and never know whether you were getting the same price your competitor is, or would you prefer to deal with me knowing that there isn't another buyer in town who is getting any better price, terms, or discounts than you?"

A salesman who sells duplicating machines, and whose prospects are principally executives and managers, says that he meets price objection successfully by talking profit in the long run. He is able to meet the objection of too-high initial investment by showing his prospect how the price consideration is blinding him to the greater long-time cost of additional office help, the greater possibility of error, and the more cumbersome office routine. He reaches his prospect by asking, "What will your board of directors and your stockholders ask at the end of the year? How much you invested in a single machine?—or what have you to show in net profits?"

Often the best ideas are the simplest and the most obvious, as in the case of a salesman who found that his most effective argument against price objections was to remind the buyer that his concern had been established for twenty years, had grown steadily and successfully each year. "Competition," he would say, "keeps our prices right."

Personal Service and Supplies

Classified rates: 36c a line of seven words; minimum \$3.00. No display

SALES EXECUTIVES WANTED

WANTED—SALES MANAGER WITH PROVEN record of not less than ten years. Must be thoroughly familiar with proprietary medicine business and be capable of handling seventy-five to one hundred salesmen, for old reliable firm manufacturing national advertised line. Compensation secondary consideration for right man. Give full details in first letter. Address Dept. Sales, E. M. Box 1597, Memphis, Tenn.

DIVISION SALES AGENCY; ESTABLISHED international concern. Position pays on commission basis approximately \$10,000 a year. \$1,000 capital required. Outline experience briefly. United Creditors' Association, U. C. A. Building, 16th and Oxford Streets, Los Angeles, California.

SALESMEN WANTED

UNUSUAL OPPORTUNITY FOR CAPABLE salesman. One of the leading china dinnerware manufacturers of the United States wants salesmen to call on retailers in both large and small towns in western and southern territory. Man with auto preferred. If you are honest and ambitious salesman seeking a permanent connection with an old and strongly financed manufacturer, our proposition will appeal to you. Write Box H, Sebring, Ohio.

WANTED—FACTORY SUPPLY SALESMAN; must be experienced in general line; good habits and A-1 in every particular; splendid territory; salary and commission. Address with reference to Box 1260, SALES MANAGEMENT Magazine, Ravenswood and Leland Aves., Chicago, Ill.

THE INDIANA ALUMINUM WARE CORPO- ration, Elkhart, Indiana, manufacturers of aluminum cooking utensils want a good live wire salesman to carry their line exclusively and also six good side line salesmen—good territory and the right man can make big money. Must have close association with hardware, department and furniture stores. Only experienced salesman considered. We also manufacture two styles of electric percolators and prices are right. Applications strictly confidential. Give experience and references in first letter and state whether applying for exclusive or side line.

NEW YEAR LETTER HEADS

DARTNELL HAS PREPARED SEVERAL special illustrated letters in three colors for sales managers to use in writing holiday letters to their salesmen. \$3.00 a hundred assorted designs. 1801 Leland Ave., Chicago; 342 Madison Ave., New York.

POSITIONS WANTED

BRAINS FOR SALE—HIGHLY COMPETENT young executive, director and founder two successful firms, with wide commercial experience, extensively traveled, eminently successful career, wishes to undertake the development or management commercial, mining, agricultural or engineering enterprise, having big possibilities. Possesses in high degree, initiative, energy, drive and selling capacity. Fellow Institute of Directors fully qualified engineer. Size of commencing salary not important. Prepared to tackle any job and go anywhere. Box 689, Dorland Agency Inc., 244 Madison Ave., New York.

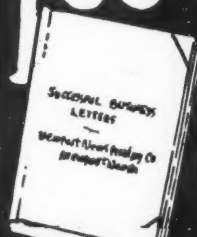
READ THIS! MR. BUSINESS EXECUTIVE— Are you interested in opening negotiations with a man of proved ability in organizing and directing a sales force, as well as obtaining the maximum value for every dollar spent for advertising? An experienced sales and advertising director desires to connect in such capacity with a substantial manufacturer. Remember the time is here to strengthen your sales organization—to build better and stronger for 1924. Act now! Box 1261, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

TWENTY-FIVE YEARS' EXPERIENCE DE- veloping daily sales, \$50 to \$50,000. Magazine, newspaper, mail campaigns planned. Letters, circulars, booklets written. One client's annual sales after twenty-five years totaled only \$150,000; following four years of my plans and copy exceeded \$1,000,000 annually. Another's \$25,000 yearly sales increased ten times first year by my plans and copy. From zero, another's direct-mail sales reached \$5,000,000 annually in six years through my plans and copy. Submit in detail your problems for free preliminary diagnosis. Ten years sales promotion manager, Larkin Co., a thirty-million-dollar corporation. James C. Johnson, 119 Woodbridge Ave., Buffalo.

MASTER LETTERS OF APPLICATION FOR executives, managers, salesmen, professional men, etc. Sell your services with a natural, sincere and convincing letter of application. A series of seven unusually successful model letters is now available, each distinctive—persuasive and action inducing with complete instructions for their use. Price, \$1.00. Hines Letter Service, Dept. M, 1215 Capitol Bldg., Chicago.

CAPITAL IN ANY AMOUNT RAISED BY my tested plan of reaching selected investors direct by mail. Twenty years' resultful experience planning sales campaigns and writing investment advertising. Submit outline of your business problem for free analysis, samples of my work and booklet, "How to Raise Capital." Gardner Advertising Service, B-510 Ridge Arcade, Kansas City, Mo.

100 MODEL SALES LETTERS!



"big" with that loveable he-man quality that brings home the bacon. These letters have been collected by us over a period of years as being the most successful letters we have seen. Each letter different, each neatly multigraphed on a full size differently printed letter head punched to fit a handsome loose leaf Expansion Binder which goes with the set. Many of these "proven" letters can be easily rewritten to serve your particular needs.

ADDRESS SALES SERVICE DEPARTMENT
Newport News Printing Co., Newport News, Va.

Price \$3.00

POSTPAID U.S.
OR CANADA

Handy Expense Books for Traveling Men

Space for all necessary expense items. No carrying forward, reduces possibility of error, saves time and trouble for salesman and bookkeeper. Hundreds of progressive firms everywhere keep their traveling men supplied. Sample free

100 for \$3.00 500 for \$13.75 1000 for \$25.00

GARRETT & MASSIE, Inc., Publishers
P. O. Box 1837-D Richmond, Virginia

High School Students

35,000 names in Greater Boston. 5,000 outside of Boston. Any classification—by school, class, boys or girls. An unusual and valuable List.

Send for Mailing List Data Sheet

SAMPSON & MURDOCK COMPANY
242 Summer Street, Boston, Mass.

"Namapco" Washable Maps

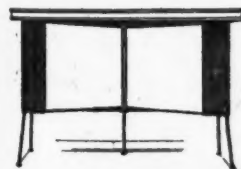


Namapco Map System in Fidelity & Casualty Co. Offices, New York City

How One Manufacturer added New Territory without Increasing his Sales Force



4-Wing Multi-Unit Fixture
Displays eight maps, all of which may be turned in either direction or spread apart as shown.



30-Wing Floor Canopy Fixture
Displays 60 maps. Does not require fastening to walls or floor. Canopy covers wings when spread at any angle. Wired for electric lights.

AN assistant sales manager of a large manufacturing concern visited his home town and found to his surprise that his firm had no dealer account there.

When he returned to the office he secured large maps of the various territories and began tagging the towns where there were no accounts. He found that each territory contained from three to fifteen good-sized towns which their salesmen had been passing up.

Salesmen were informed that a careful check of every town in every territory was to be made, and that all towns not visited by salesmen would be considered open unless there was some satisfactory reason for not working these towns.

The result was that each salesman added from one to seven new accounts by the simple plan of visiting towns he had heretofore passed up.

How about **your** territory? Have you checked up on it lately? Are your salesmen making all the towns—or just the ones that are easy to reach? The best way to find out is by visualizing your territory on Namapco Washable Maps.

The daily use of these large scale washable business maps will not only reveal undeveloped territory, and give you a graphic picture of your sales possibilities, but will also enable you to follow the movements of salesmen and keep in close touch with every phase of your sales and territorial work. It gives you at a glance the information you want.

Adding new towns to the active list is like adding new territory—and usually not nearly so expensive. A Namapco Map System will enable you to spot these towns. The maps are available in any convenient size, and in either the wing or cabinet display systems.

Write for booklet which explains in detail how several of America's most successful concerns use Namapco Map Systems in their sales departments. Address Dept. D-12, Indianapolis

NATIONAL MAP COMPANY

MAP MAKERS SINCE 1885

CHICAGO, 111 N. Market St.

Home Office, INDIANAPOLIS

360 Broadway, NEW YORK

*"If it's a map
we have it"*

This is the day of opportunity



Business is as Good as WE Make It

1. Wheat is NOT king.
2. High wages are better than cheap labor.
3. Europe can't wreck our prosperity.
4. Only our own politicians can hurt us.

Above are the titles of four advertisements through which The Chicago Tribune conveys its interpretation of business conditions. It is a common human trait for men to imagine that others are more fortunate than they. Today we have the extraordinary phenomenon of vast numbers of men with the opposite sort of illusion. Each one admits that his own business is good, but fears that he is about to be injured by the contagious influence of other men's misfortunes. This series of advertisements will be mailed free to any selling organization if requested on business stationery.

COMFORTS, conveniences, pleasures beyond the reach of wealth in past generations have become commonplace with the average American. The death rate goes down. Standards of living rise.

Never has man been so free to seek and win happiness as in this nation today. We enjoy the harvest planted by pioneers who conquered a new continent. We command the elements trained to service by science. We repose in a security from internal tyranny or external aggression seldom experienced by any people.

Back through the centuries our ancestors toiled desperately for food, clothing, shelter and fuel. Only a small minority dared hope for much more in this life. Even today the greater part of the world's population is hopelessly gripped by a struggle for mere necessities of existence.

THE ryots of India need little clothing or shelter. They slave mainly for food. Yet seventy millions of them have died of starvation since Queen Victoria ascended the throne. Why can the average American with a fraction of the physical effort be assured not only comforts but luxuries?

Within the past few years millions have died in China and Russia because they couldn't get enough to eat, but here in the United States, with 6% of the world's population, we raise 24% of its wheat, 41% of its hogs, and 75% of its corn. Dr. J. Paul Goode has figured that one huge modern locomotive and two men will do the transportation work of one million coolies.

How stupid is it, then, for labor leaders to attempt restriction of output, or for capitalists to yearn for cheap labor. Greater volume of production should be the object of both.

Sober, scientific study of the world's history, natural resources, commercial development leads inevitably to the conclusion that the future holds for

the United States far greater prosperity than the average man can even grasp.

On this conviction The Chicago Tribune is basing its own policies. The present success of The Tribune is evidenced by the fact that nightly between sunset and sunrise it prints and distributes an average of 240 tons of newsprint. This is a job of presswork and circulation not approached by any other publication on earth. But The Chicago Tribune is not resting on its oars. It is a paper of expanding markets, of faith in the American future.

Within the past few months The Chicago Tribune has increased its holdings of pulp-wood forests from 500 square miles to 2,500 square miles. It has purchased many new presses to handle increased circulation and advertising. It is erecting The Tribune Tower, which will probably be the most beautiful office building in the world. Within a few months it will launch a new national weekly magazine. It is constructing a mill to make paper for that magazine.

The Chicago Territory is going ahead—in diversified manufacturing, in mining, in stock farming, in fruit culture, in corn growing, in commerce. The Chicago Tribune, major selling force of this rich market, is also going ahead. We shall be glad to take along with us reputable merchants, manufacturers and financiers who believe that "business is as good as we make it."

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

512 Fifth Avenue, NEW YORK

Tribune Building, CHICAGO

Haas Building, LOS ANGELES

